



Dear Christy,

Per your guidance dated April 26, 2013, attached is the LWIA 1 Strategic Plan modification for the period beginning July 1, 2013.

Also attached are all of the completed compliance checklist items, labeled as instructed, with the exception of the following:

1. Resource Sharing Agreement Materials – we are awaiting further guidance from TDOLWD concerning the specifics of the RSA document and supporting materials.
2. Assurances with signature pages – the NETWIB Executive Committee is scheduled to meet on Thursday, June 6, 2013, to review our Plan and compliance items. This Committee has the authority to execute this document prior to the meeting of the State Workforce Development Board in June. The full NETWIB will then ratify the Executive Committee action at its meeting on June 20, 2013.

Thank you for all your assistance in this process. Please let me know if there is anything else you need, or if any corrections/additions/modifications need to be completed on the attachments.

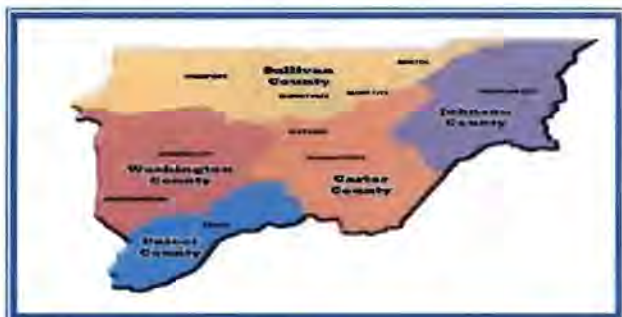
God bless,
kp

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2013-2014 Local Workforce Investment Area 1 Strategic Plan - Phase 1

I. Leadership

Local Workforce Investment Area 1, in Northeast Tennessee, is comprised of Carter, Johnson, Sullivan, Unicoi, and Washington counties. The Alliance for Business and Training, Inc. (AB&T), a public, not-for-profit entity, serves as the Administrative Entity and Grant Sub-recipient for receipt, disbursement, administration and accounting for all Workforce Investment Act (WIA) funding. Sullivan County, the largest of the five (5) counties, serves as the Grant Recipient of WIA funds.



The Career Center Partner (CCP) system, a proud member of the American Job Center network, was designed to be a flexible, integrated and high performance network facilitating quick responses to the changing labor market needs within the five counties. CCP programs appear as a seamless organization of services to improve customer access. In order to achieve our overall mission, we coordinate activities with organizations outside of our immediate agency which are crucial to the delivery of workforce development services for both employers and job seekers. These partnering agencies are essential to the success of our programs and integral to the delivery of a multitude of employment and training related services in our communities.

The Senior Leadership Team (SLT) is comprised of managers from partnering agencies within the CCP. The guidance from these organizations involves these leaders. The Senior Leaders are responsible for working together to promote coordinated service delivery to CCP customers. Partnering agencies went from being located in different facilities to being integrated.

LWIA 1 SLT has met three (3) times to develop Functional Alignment strategies in accordance with TDOLWD guidance. This Functional Alignment Design Team (FADT) has begun the process for the design and implementation of a functionally-oriented, streamlined Career Center service strategy. The mission of the FADT is to review customer flow and determine potential re-engineering possibilities in the LWIA 1 Comprehensive Career Center.

LWIA 1's Coordination Team composed of representatives of all CCPs as well as other critical workforce development organizations, e.g., TN Department of Human Services Family Assistance programs, East TN State University

(ETSU), Northeast State Community College (NSCC) (including Upward Bound and TRIO), Tennessee Technology Center (TTC), Appalachian Regional Coalition for the Homeless (ARCH), Disability Employment Initiative (DEI) and the Mountain Home Veterans Administration. In May, 2010, more than 250 partner staff participated in professional development training on behalf of the LWIA 1 Career Center system. The Coordination Team continues to meet quarterly. The most recent meeting was held March 28, 2013.

Short -and-long-term targets are set each year. The SLT reviews Center performance and expectations to begin the process of how goals/performance indicators can be met for the next year. The information is deployed to the staff through staff meetings. The State of Tennessee and its 13 LWIAs are participating in regression-adjusted performance. Regression-adjusted targets encouraged workforce system providers to deliver services to more populations with significant barriers to employment based mainly on specific characteristics and demographics. Other key performance factors regularly reviewed by SLT are depicted in the following table.

The SLT communicates organizational values, directions and expectations throughout the center to employees, partners and stakeholders, and to the center's customers. The SLT meets with all staff to discuss performance and to address problems and clarify issues. Stakeholder/ community partner communication is based on the individual agency. Communication is also delivered through one-on-one meetings, telephone calls, memos, and e-mails. LWIA 1 is increasing use of social media to promote service delivery opportunities and to connect to participants. Since the announcement of the staff reductions in the Career Center Wagner Peyser staff, the SLT group plans to meet bi-weekly to ensure a smooth transition.

Data Reviewed	Purpose	How Often	Consistent Results
# Entering center	Determine if number changed from previous year	Monthly	SLT, NTCC staff, State
# Completed training	Assess training, improve training, assess if staff objectives were met	Monthly	SLT staff, NTCC staff, State
# Completed education	Assess education level, assess if performance objectives were met	Monthly	SLT, staff, NTCC staff, State
# Agency referral	Determine if performance objectives were met	Monthly	SLT, NTCC staff
# Gaining employment	Determine who enters employment and assess performance objectives	Monthly	SLT, NTCC staff, State
Satisfaction Survey	Determine if the center is meeting seamless delivery of service	Weekly	SLT, NTCC staff
Employee Surveys	Staff satisfaction, discover opportunities for improvement	Annually	SLT, NTCC staff, State
Customer Surveys	To determine if customers' needs are being met and develop plans for center improvement	Weekly	SLT, NTCC staff, State
Employer Surveys	Employer needs are being met; develop plans for center improvement	Annually	SLT, NTCC staff, State
Northeast TN Workforce Investment Board	Created by WIA Act of 1998 to promote private sector driven services and governs the activities in each of the 13 LWIA's; under the governance of the State WDB	Annually	NETWIB Members, SLT

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Senior Leaders work with each of the organizations to provide empowerment, innovation and organizational agility. The SLT creates a work environment that allows all staff to participate in process improvement and manages the day-to-day operations. For example, during center staff meetings, ideas or suggestions are discussed. The SLT then meets to outline processes and staff involvement. Each agency continues to report to its administrative entity and the budgetary process accommodates individual agency requirements.

To achieve organization goals, LWIA 1 relies on the building of relationships among the service delivery partners, including those which are co-located, integrated within the physical center locations, as well as external providers who participate in ad hoc strategic initiatives. The annual SWOT analysis facilitates the identification of opportunities for improvement and the development of short and long term strategies and tactics for addressing gaps in meeting customer needs. Last year's SWOT review noted primary weaknesses/opportunities for which goals and specific action plans may be considered. SLT and the FADT will continue to discuss and analyze and add to its SWOT as it works toward functional alignment.

1. Respond to the increased need and opportunity to serve participants due to economic downturn, including the effective use of affordable labor market information to plan and evaluate services that can be used to enhance recruitment and retention of employers and improve job matching for participants.
 - a. Develop a coordinated, inclusive service delivery strategy highlighting successes of the whole system, not just discreet entities
 - b. Provide opportunities for maintaining continuing education for all staff levels
 - c. Provide opportunities for maintaining continuing education for all staff levels
 - d. Explore use of new technology that promotes sharing of labor market information and "just in time" employer requests
2. Need for additional and more effective opportunities to coordinate with Adult Education and P-16 system.
 - a. Expand access to and use of Career Ready101/ NCRC/WorkKeys system to help prepare students for further education and workforce preparedness
 - b. Facilitate the Coordination Team's focus on sharing data and resources
 - c. Convene stakeholders, including K-12 and post secondary subject matter experts, to promote engagement in the CCP system
3. Increase opportunities to educate and inform elected officials and other stakeholders on the benefits of the workforce system.
 - a. Review and develop methods of providing information via marketing to the public and elected officials
 - b. Educate NETWIB members to be Ambassadors
 - c. Strengthen partnerships with local, regional, and state Economic Development, Chambers, and TVA

d. Develop updated marketing packets for all CCP services and outcomes

4. Critical need exists for "opening" JOBS4TN system to LWIA staff to view, in "read only" format, the details of employer job orders.
5. Critical need exists for all staff to be trained on JOBS4TN to be able to provide and improve customer assistance required within the American Job Center network of Career Centers.
6. Changes in the Adult Education (AE) delivery system at local level may impair ability for customers to access services. LWIA partners need to be better informed on future AE program capacity

Ethical stewardship and administrative transparency are documented through an internal assurance system and through independent audit and compliance reviews by external public accountants and oversight panels. Certified independent audits of the WIA Administrative Entity have resulted in "No material findings for over 25 years. The LWIA 1 CCP is accountable to multiple governing boards that regularly review scorecards for specific performance objectives tied to financial streams, programmatic mandates, regulatory compliance issuances, EO and EEO laws and regulations and the Office of Management and Budget Circulars. The FY 2012 Audit has been completed with no findings.

Customer stakeholders, including tax payers and direct service recipients, hold CCP and staff accountable for effective, responsive, and evolving service options that are cost effective. The CCP, a proud member of the American Job Center network, is valued as a "good neighbor" in the communities we serve. The public is fully informed of CCP services and given opportunities for comments/input through the following:

1. Plan – public comment, newspaper notices
2. Contact – walk-ins, mail, E-mail, Website
3. Meetings – sunshine provision, open to public
4. Public Notices – Requests for Proposals, etc
5. Local Chambers – member of all local Chambers
6. Workforce Employer Outreach Committees – CCP attend WEOC meetings and often collaborate on agenda development and provide programs
7. Use of social media networking opportunities

To date, we have received no negative input as far as risks associated with our products, services, or operations. The greatest challenge or risk to our organization continues to be funding unpredictability. The ARRA stimulus funding allowed LWIA 1 to temporarily respond quickly and effectively to the current economic downturn. ARRA funding has been fully expended. The System is now under constraint from sequestration and other funding cuts.

The LWIA 1 Northeast Tennessee Workforce Investment Board (NETWIB) and CCPs have written codes of ethics, signed conflict of interest statements, internal and external

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audits and monitoring systems. Board members undergo a recommendation/review/approval process to ensure appointment of individuals with highest ethical standards.

II. Strategic Planning

The Career Center Partners (CCP) and NETWIB utilize a results-focused, 5 step process for strategic plan development, which serves as the road map for organizational goal setting, creating value through process strategies and quantifying performance accountability measures.

1. USDOL and TDOLWD provide guidelines for resource allocation and prioritization for goal attainment. The CCP analyzes local economic and labor market supply/demand conditions.
2. Planning and front line service delivery staff serve on the internal teams to identify customer-driven and cost effective process strategies which prioritize solutions to service gaps. Key "point of service" customer survey information is analyzed to identify the degree of "fit" between Plan strategies and process deployment. Staff is empowered to adjust strategy deployment to meet customer needs. SLT leverages resources available through contractually binding Resource Sharing Agreements (RSA)/Memorandum of Understanding (MOU) that commit partners' financial and human resources to achieve planned objectives. The draft plan document is provided to the appropriate governing boards for final recommendations.
3. The approved Plan is submitted to the State Workforce Development Board.
4. The approved Plan is communicated to all staff for implementation.
5. Feedback processes identify areas for improvement that are prioritized through the Consortium, Coordination Team and SLT to permit agile re-deployment of assets while responding to economic changes and permit early identification of need for additional resources. An ongoing planning team develops funding requests to address supply and demand labor market segments.

Key strategic objectives include: 1) integration and continuous improvement of a customer-driven CCP; 2) promotion of lifelong learning opportunities that enhance skill development; 3) system efficiency and performance accountability; and 4) improved youth services. Parallel to this customer-choice, demand driven approach is the critical need to achieve financial efficiencies that respond to the unpredictability of funding and other resource availability. The CCP, a proud member of the American Job Center network, vision, mission and values guide service delivery. LWIA 1 supports and will allocate appropriate resources to assist the State in meeting its stated goals.

Action plans are developed by CCP Senior Leaders and front line staff to promote alignment with goals and objectives. All partners are full participants in the SWOT analysis and develop organizational goals to address weaknesses. Processes and management information

systems implement and measure organizational alignment and results. Accountability measures outlined in the Plan are reported by program/grant according to federal mandates and service, financial and operational performance criteria.

A formal organizational design team structure with input from the key stakeholders, partners and work unit levels is utilized. Deployment plans are disseminated through internal documents, committee, unit and division work sessions and staff training. RSA/MOUs define partner allocation priorities relative to service/ product delivery to ensure deployment that meets key customer and market needs and aligns partnering systems. This approach emphasizes the importance of unified partner service delivery which conforms to financial and regulatory mandates. RSA/MOUs and the annual operational budget are included in the annual Plan modification.

LWIA 1 strategic planning process is responsive to policy deployment and directives from TDOLWD. The CCP and NETWIB committees will be fully engaged in the three stage approach being outlined by the State.

In response to the current economic downturn and the increase in job losses, LWIA 1 strategies include, but are not limited to the following:

- Enhanced encouragement of NCRC attainment to enhance job seekers' employability
- Continued coordination with YouthBuild and AmeriCorps
- Continuous evaluation of CCP services to determine effectiveness, including use of report card data and customer service results from the University of Memphis
- Enhanced availability of Employment Seminars, staff assisted job search, job clubs and other skills workshops, including development of services targeting dislocated professionals and senior workers
- Continuation of area community career transitions/job fairs in coordination with city and county officials and Chambers of Commerce
- Enhanced services for more mature and older workers relative to job search, transferrable skills, and skills training
- Use of group activities and technology, as appropriate, for greater efficiency with larger number of job seekers
- Enhanced coordination with available community resources to serve multiple needs of job seekers
- Opportunities for job seeker motivational, adaptation to change activities and stress management
- Enhance and develop additional On-the-Job Training opportunities to provide individuals the opportunities to obtain needed skills while training on the job and to assist employers through the reimbursement of half of the employee's training wages

Mandatory CCPs serve as members of the NETWIB which implies reciprocity of resources and Plan unification. The MOU development process and empowered work units ensure sustainability of action plan deployment. Action plans specify resource allocations, numeric goals, timelines, accountability and performance requirements,

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information analysis processes and systems, staffing levels and training requirements, identification of service providers, communication channels and integration processes. Key short-term action plans include implementation of new workforce/economic development programs and enhancement of services including the addition of customer specific workshops and services targeted for the older worker population and job seekers with disabilities. Longer-term action plans include fee-for-service program development, grant resource opportunity development to diversify funding base and the continued leveraging of funds designed to address local employer skills and labor shortages.

Continuous customer input provides real time measures of satisfaction levels and allows efficient and effective Plan and action modifications. Uniform evaluation metrics, emphasizing program effectiveness crosscutting government-wide functions serve as benchmarks and include return on investment and annual cost per participant. To address these issues and ensure targeted customer delivery, the LWIA 1 Administrative Entity is engaged in a system wide evaluation targeted at identifying service duplications, gaps, structural inefficiencies, and deployment strategies.

LWIA 1 served as a model for the State through the implementation of a Regional Coordination Team which is composed of representatives from all CCP entities. This group provides ongoing in-service training and technical assistance to each of the Centers in LWIA 1 as well as serving as the "first line" policy development and problem solving forum. Joint projects and continued coordination are beneficial in educating the community as to the diverse applicant pool available to area employers. LWIA 1 Coordination Team continues to meet quarterly to enhance partner alignment.

The following chart briefly bullet points each agency's accountabilities. Please refer to MOU/RSA which indicates each CCP's service accountabilities and whether or not the service is available on-site or through referral.

Partner	Services Provided by Partner
Division of Rehabilitative Services (DRS)	Services to Individuals with Significant Disabilities Evaluations, Diagnostics, & Funding for Training Placement Services, UT's Corporate Connections; Employer supports (ADA, Recruitment, Tennessee Rehabilitation Centers); TRC Employer Services (Recruitment, Outsourcing); Vocational Evaluation, Work Adjustment Training, Community Employment Evaluation Support and Referral to the Career Center Partners
AB&T - Workforce Investment Act (WIA)	Aptitude, Interest, and Educational Assessment; Job Skills Assessment, Transferable Skills Assessment, Vocational Counseling, Career Planning, Career Advancement Counseling; Employability Skills and Retention Counseling; Determination of Eligibility for Title I and Title V; Facilitation in Developing an Individual Employment Plan; Case Management, Support Services, Relocation assistance; Training - Adults, Dislocated Workers, and Youth; On-the-Job Training, Customized Training, Resource Room; Employment Seminars on Career Exploration, Successful Job Search Techniques, Resumes, Applications, Interviewing Skills, etc.; Staff Assisted Job Seeker Assistance, Job Club; Employability Skills and Retention Counseling; Employment Retention Services; Follow-up Services; Referrals to Community Support Services; Incumbent Worker Services

	/Training, Rapid Response Coordination & Team Member.
TN Department of Labor & Workforce Development (TDOLWD)	Basic Labor Exchange (Wagner-Peyser); Assistance to Job Seekers Employer Services; Profiling; State of TN Department of Personnel Civil Service Testing; Rapid Response Team Member, Trade Adjustment Assistance; Veterans Programs, Workforce Employer Outreach Committee; Unemployment Insurance Information, Labor Market Information; Food Stamp Employment Training Program
Jacobs Creek Job Corps	Recruitment, Educational and Vocational Training, Social Skills Development, Work Experience, Counseling Healthcare, Meals, Dormitory Housing, Clothing Allowance and other Supportive Services, Referral Services
Senior Community Service Employment Program (SCSEP)	Services for Low Income Individuals 55 and Older including Assessment, Job Counseling, Paid Work Experience; Referrals for Additional Classroom Training; Referrals to Employers
Tennessee Technology Center	Financial Aid Information, Vocational Counseling; Instruction in Diploma as well as Certificate Programs; Placement Assistance of Graduates
UETHDA Community Services Block Grant	Emergency Services: Services Designed to Assist Individuals to Overcome Unforeseen Emergency Situations which may result in homelessness, job loss, etc.; Emergency Employment Services: Services Designed to Assist Individuals Experiencing Barriers to Employment
YouthBuild of Northeast Tennessee	Remediation Classes and GED classes; Pre-employment Instruction, Leadership Skill Training; Construction Skills and Occupational Skills Training; Career Planning and Employment
CHP, International	Provides Marketing and Outreach for five Job Corps sites in Tennessee and Kentucky; Provides Job Corps Orientation and Vocational/Training counseling
AB&T Disability Employment Initiative Program	Individualized services for job seekers, ages 18-64 who identify as having a disability. Includes but are not limited to: career interest and aptitude assessments, resume development, interviewing skills, job search assistance, employer outreach for job placement, customized employment coordination and additional job readiness training. Registered as an Employment Network (EN) to serve Ticket to Work (TTW) beneficiaries through the DEI program.

III. Customer and Market Focus

LWIA 1 and the NETWIB's strategies for meeting the challenges and opportunities of our regional workforce needs are aimed at assisting employers in finding and retaining qualified workers, and preparing workers with the skills necessary to secure employment and have opportunities for career advancement. Strategies include:

- ✓ Continued analysis of economic conditions affecting the local labor market
- ✓ Enhanced focus on services to dislocated workers impacted by economic downturn
- ✓ Identification and emphasis placed on targeted industries that are critical to the local economy in high growth/high demand occupations
- ✓ Development and maintenance of strategic partnerships necessary for the identification of local workforce challenges and the implementation of innovative solutions
- ✓ Deployment of solutions-based approaches built on the comprehensive analysis of LWIA 1 and the effective leveraging of available resources
- ✓ Provision of a comprehensive collection of assets available through the NTCC system that supports both area employers and job seekers, including individuals with disabilities and other targeted populations

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- ✓ Enhancement of truly universal access to Career Center Partners' services
- ✓ Availability of Employment Seminars including successful job search techniques, applications, resumes, and interviewing skills; Job Club; and individualized staff-assisted job search

LWIA 1 and the CCP are committed to the continued analysis of economic conditions affecting the local labor market and to the identification and emphasis on targeted industries that are critical to the local economy in high growth/high demand occupations. LWIA 1 and the NETWIB's strategies for meeting the challenges and opportunities of our regional workforce needs are aimed at (1) assisting employers in finding and retaining qualified workers, and (2) preparing workers with the skills necessary to secure employment and have opportunities for career advancement. Strategies include:

1. Continued analysis of economic conditions affecting the local labor market with real time data collection through "Survey Monkey"
2. Identification and emphasis placed on targeted industries that are critical to the local economy in high growth/high demand occupations
3. Development and maintenance of strategic partnerships necessary for the identification of local workforce challenges and the implementation of innovative solutions
4. Emphasis on meeting the need of smaller business through entrepreneur training as well as priority access to Incumbent Worker, OJT and Customized Training

The NTCC system utilizes multiple resources to continuously analyze current and projected employment opportunities. The CCP and NETWIB access standardized labor market information including TDOLWD's Jobs4TN, USDOL, BLS, and O*Net as well as local and regional sources available through Chambers of Commerce, Economic & Community Development leaders, industrial development organizations, business associations, the Tennessee Statistical Research Department, the local secondary school systems and vocational systems, the National Bureau of Economic Research, the University of Tennessee Bureau of Economic Analysis, the Tennessee Board of Regents, and East Tennessee State University.

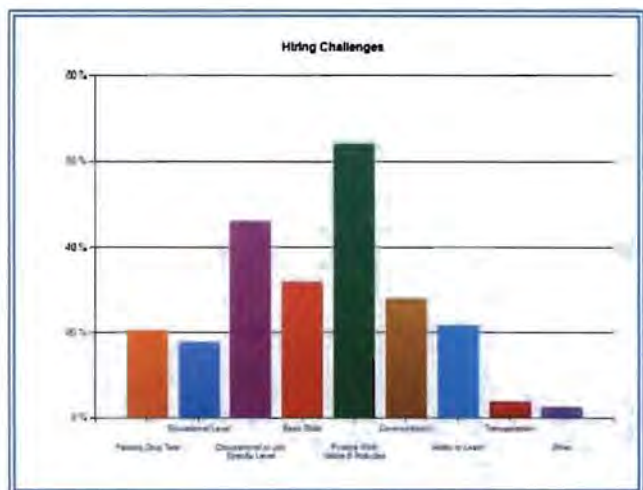
AB&T possesses the proprietary software Economic Modeling Systems, Inc. (EMSI) database. This EMSI information has the ability to conduct a real time, comprehensive analysis of the regional labor market for Eastern Tennessee, Southwest Virginia, and Western North Carolina. The addition of EMSI and the Analyst program is allowing LWIA 1 access to a wider range of comprehensive and up-to-date employment data to assist in making data-driven decisions. It allows staff to quickly and easily understand the knowledge, skills, and abilities of local workers and match their compatibility with other regional job and training opportunities. The Analyst program also details the impacts of an industry's expansion or contraction in our region and can simulate the effect that the event will have on other industries which allow LWIA 1

to be more responsive to employer and customer needs. EMSI allows access to current and complete industry, occupation and demographic data which is updated regularly to ensure that the information is the most recent dataset available.

In February 2012, AB&T, on behalf NETWIB and in partnership with area employers, Chambers of Commerce, a network of public partners, colleges, and community-based organizations, created and distributed almost 1,000 "Hiring Challenges, Skill Gaps and Training Needs" surveys in the local 5-county region. This survey was designed to determine real-time critical business and industry needs: addressing hiring needs, skills gaps, retirements, and a whole range of training and professional development needs. The survey resulted in a 12% response rate and confirmed the results of other local and national surveys. All survey questions were customized to the local area.



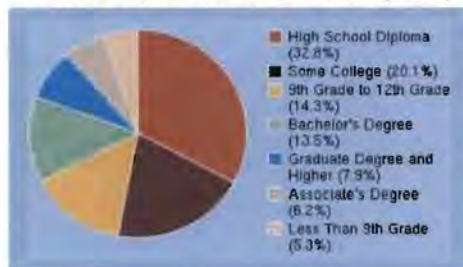
The NETWIB survey determined and/or validated the region's specific employer-driven and economy-driven challenges, skill gaps and training deficiencies. Survey respondents projected hiring over 8,000 employees in the next 4 years. These employers are concerned that they will not be able to hire qualified applicants and will have to increase recruiting efforts outside our region or hire less qualified applicants to fill the positions. The charts above and below quantifies the identified regional hiring challenges.



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The results also show that large numbers of unemployed and employed individuals in the area lack basic reading, math, communication and computer skills, limiting their economic mobility, wage progression, and the ability to move into or stay in the middle-class. The *Economic Journal: Training in Imperfect Labor Markets* explains that businesses are reluctant to invest in general skills training for less-educated, less-skilled job seekers. It is likely these individuals have slipped through educational cracks, which in turn, keep them from successfully competing in an increasing global labor market. Lower skilled job seekers have always been more susceptible to becoming and remaining unemployed. The Great Recession, along with its slow recovery, has further exacerbated the lack of employment opportunities for these job seekers.

LWIA 1 Educational Attainment (EMSI)



In *The Ill Prepared US Workforce* report, the need for basic skills such as reading, writing, and math are seen in over 50% of job applicants. Lower literacy skills resulted in: individuals being less likely to be in the labor force; earned/earning lower salaries; and were more likely to receive public assistance and to receive it for a longer period of time.

An additional detailed survey of Career Center customers conducted in the spring and summer of 2012 resulted in LWIA 1 re-engineering its intake system in the Career Center. Customer flow was modified and an additional menu of pre-vocational options was added to better serve individuals engaged in job search. The initial pre-vocational opportunities include:

- The Career Adventure: Career Planning & Decision Making
- Resumes and Beyond
- Interviewing: Impress the Employer
- Making Your Job Search Simple
- Career Ready 101
- Computer 101+

According to a recent report, Michael Greenstone, *The Hamilton Project* Director, America's competitive future depends on production of a qualified workforce. Mr. Greenstone suggests that Workforce Investment Act programs need to focus on addressing the fundamental problem – skills upgrade. An individual's skills have become less valuable due to the rapid change in the American economy. Today, there is nothing more

important to the nation's economic survival, competitiveness, and community prosperity than the skills of its workforce. The most difficult problem employers' face is filling current and future job openings with skilled, qualified applicants.

The most important role of the NETWIB is to work as catalysts and coalition builders to develop employer and economy-driven strategies to address the lack of workplace skills and talent needs. Job training and educational programs must be aligned with workforce demands. The demand on all workers to develop new and more diverse skills, as a baseline required for good jobs, raises complex challenges for employers and difficult decisions for workers. These demographic and economic shifts are resulting in significant implications for workers and businesses. This poses a critical challenge to growing prosperity. Recently the *New York Post* printed an article stating "...statistics prove that the middle class is being systematically wiped out of existence in America." Long-term unemployment is a leading cause.

Four years after the Great Recession, the national, state and local economies continue to pursue full recovery. According to the 2013 TN Economic Report, the economy is "expected to continue its recovery in 2013, but at an even slower pace than in 2012". In Tennessee, the pace of the economy expansion was quoted as "subpar". The pace of economic recovery and lackluster demand may be attributed to numerous factors. Consumers appear to have become unusually cautious in their spending habits and credit conditions remain tight. The housing market's slower rebound has also contributed to a slow lead out of recession. Political gridlock regarding fiscal issues is creating uncertainties in the overall business climate.

It appears that the local, state, and national economic experts have different theories regarding our recovery from the Great Recession. A consistent theme emerges. The economy remains in a deep hole despite the official end of the recession. A group of 43 economic forecasters were surveyed by the Federal Reserve Bank on November 15, 2010. Results revealed:

- The recovery pace in output and employment appears to be currently slower than in past quarters.
- New predictions define a weaker recovery in the labor market with higher unemployment rates through 2013.

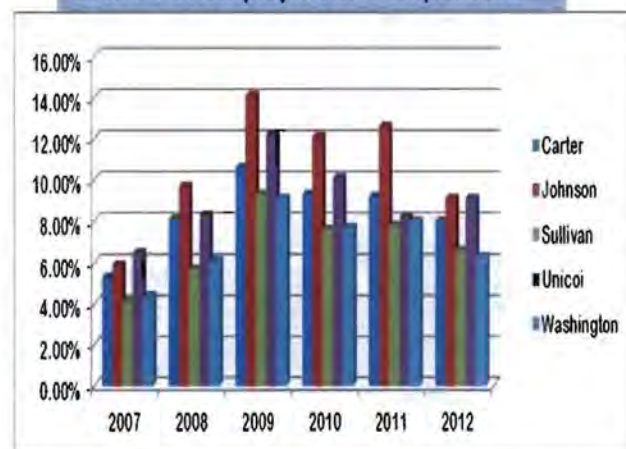
The two things that economists seem to agree upon is that we can expect several years before our economy stabilizes and that as we recover from the Great Recession, we will see a new and much changed labor market – innovative new jobs and occupations that require the mastery of drastically changed skill sets for job seekers to be competitive as the economy and job creation expands. While the new labor market requires new job skills and expertise, there is no crystal ball that shows us clearly what the new labor market demands will entail.

Even with high unemployment and the dislocation of local workers with a wide range of skills and expertise, some

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local companies are struggling to fill certain positions. Paradoxically, many of the jobs being created as we start economic recovery require knowledge, expertise, and analytical skills beyond what the majority of local job seekers possess.

LWIA 1 Unemployment Comparisons

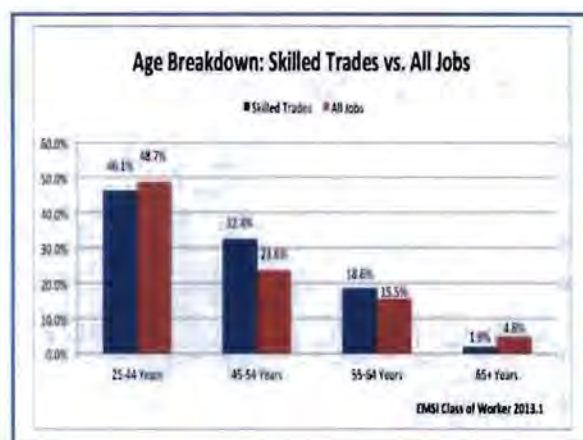


One of the key labor market challenges for the next decade will be a decline in new labor force entrants to replace the "baby boomer" cohort as they age and enter retirement. Even if this large demographic segment continues to work past the age of 65, as is predicted, there are insufficient numbers of workers born between 1965 and 1979, the "Generation X" workers, to fill the projected levels of new jobs created and the job openings which occur through structural attrition as the "boomers" leave the workforce.

LWIA 1 Age Demographics



In 2012, 53 percent of skilled-trade workers in the U.S. were 45 years and older, according to Economic Modeling (EMSI), and 18.6 percent were between the ages of 55 and 64. Contrast those numbers with the overall labor force, where 44 percent of workers were at least 45 years old, and 15.5 % of jobs were held by the 55-to-64 demographic.



Factors such as an increase in the school aged population as well as an increase in our retiree population are positively impacting some industries. The growth of educational needs for our younger population and the growing health care needs of the older is shown in the expanding Education and Health Care job sectors. The growing number of students and patients is demanding an increase for workers with specialized higher degrees. To address these real-time employer demands, the NETWIB has modified its policies to allow the pursuit of the last two years of a teaching degree in a demand teaching occupation such as science, technology, engineering, or math (STEM).

Health care occupations are expected to be among the fastest growing occupations to 2020, in large part due to the aging population that will require more medical care. Bureau of Labor Statistics (BLS) also identifies construction and extraction occupations as the fastest growing detailed occupation.

General manufacturing's decade-long decline is forecasted to moderate while advanced manufacturing is projected to grow and create many new jobs, according BLS publications. Regionally based advanced manufacturing related employers, including Eastman, Domtar, BAE, and AOSmith/American Water Heater, are projecting a significant increase in their hiring needs over the next 18-24 months.

The transportation and logistics occupations show a bright outlook locally, statewide, and nationally. According to Jobs4TN, job opportunities are favorable for truck drivers. In addition to growth in demand for truck drivers, numerous job openings will occur as experienced drivers leave this large occupation to transfer to other fields of work, retire, or leave the labor force for other reasons.

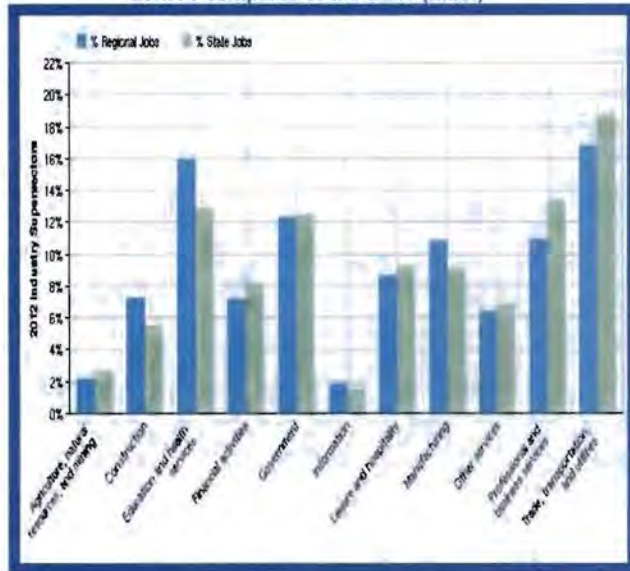
LWIA 1 has experienced an increase of knowledge-based, technology-based industries and services and the decline of traditional labor intensive industries. This movement from low-skill, low-tech work presents challenges for both workers and the workforce development system. Technology, demographics, business trends, educational

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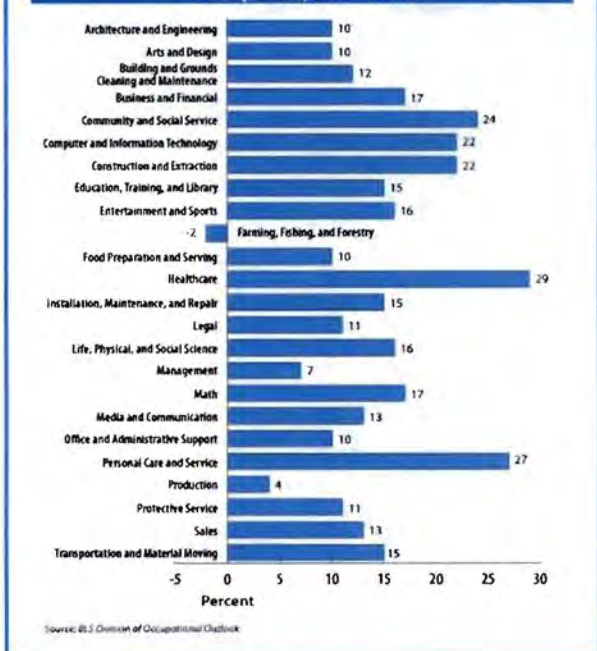
levels, and shifts in consumer demands are among the list of factors that play integral parts in shaping the dynamics of today's demand occupations.

Economic and Community Development. Replacement needs are expected to result in job openings in occupations projected to have slow growth and even a decline in employment.

**2012 Industrial Composition
LWIA 1 compared to the State (EMSI)**

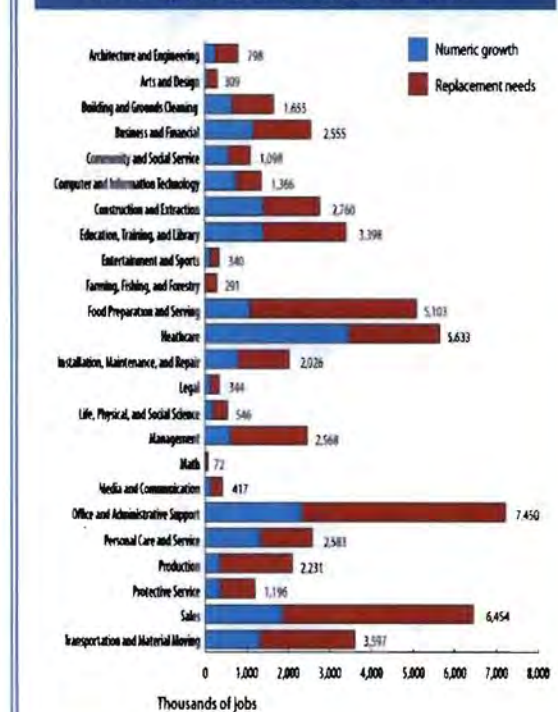


**Projected % Change in Total Employment by
Occupation, 2010-2020**



Employment growth and replacement needs both create job openings. Over 86 percent of new jobs are created by existing companies, according to the TN Department of

**# of Projected Jobs Due to Growth & Replacement
Needs by Occupation Group, 2010-2020**



Source: BLS Division of Occupational Outlook

In addition to short-term training through institutions on the Eligible Training Provider List, other initiatives include the following to respond to these demands.

- ✓ Enhanced availability of Employment Seminars, staff assisted job search, job clubs and other skills workshops, including development of services targeting dislocated professionals and senior workers
- ✓ Extended use of Employability Skills Training and Implementation Program (ES-TIP) and Career Ready 101
- ✓ Implemented a restructured, streamlined menu of services that address critical employment needs in the region, targeted toward putting individuals to work quickly and effectively in methods which enhance participating employer's bottom line and competitive position
- ✓ Increased concentration of resources, including staff and community partner training, to ensure access to services for ex-offenders, veterans, and individuals with disabilities

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Workers who can think critically and solve problems will prove to be extremely valuable. A higher level of educational attainment and increased availability of technical skills training will be crucial in addressing a situation that is detrimental to economic growth and undermines the potential of unemployed and underemployed workers in LWIA 1. Skill attainment through education and training influences both lower unemployment as well as increased earnings potentials. Occupations that require post-secondary education and training are expected to grow faster than others. Of the top 20 fastest growing occupations to 2020, over half are in the associates degree or higher category according to BLS.

LWIA 1 Educational Attainment (EMI)



LWIA 1 has identified skills and employee shortages through its on-going research. Critical needs of advanced and precision manufacturing employers include maintenance mechanic, machinist, electrical and instrumentation, industrial repair, electro-mechanical, field mechanic, graphic design to manufacture printed packaging and printing machinery, graphic art, manufacturing, explosives and ammunition manufacturing, and computerized and "lean" process operation in the production of paper, chemicals, plastics, and fibers. Other recognized training needs include customer service representatives; credit counselors, welders, electricity/electronics, maintenance and repair and machine tool technology. Documented needs within the health care industry include LPNs, RNs, inpatient and outpatient hospital care, mental health and behavioral health services, vocational rehabilitation, substance abuse, and orthodontics.

A recent NPR report introduces the "polarization of the labor market". Nationally, the past 15 years has seen stronger job growth for high-paying and low-paying jobs with a decline in the middle-paying occupations.

Initial meetings with prospective and new employers to the region enables LWIA 1 to identify the needs of employers and bring all the partners to the table in an effort to not only identify new employees, but to arrange for training programs that will serve to provide job seekers with the skill sets necessary for specific jobs.

East Tennessee is becoming a model of excellence for green building with the recent construction of the Niswonger Children's Hospital which is the state's first

certifiably "green" hospital, the new construction of the Franklin Woods Hospital which is LEED Silver certified, and the on-going construction of PACT certified houses through the YouthBuild Program. Northeast Tennessee city leaders are investigating alternative energy resources including wind power to generate electricity for municipal facilities. LWIA 1 is a model of "green building" that exemplifies excellence and is already creating "green" jobs with the Workforce Development System.

Occupations related to clean energy and environmental protection have the potential for strong growth in LWIA 1. Jobs supported by green investments are skewed heavily toward non-degreed workers. TDOLWD's identified projected "green" job occupations include financial managers, construction managers, energy auditors, cost estimators, brick masons, truck drivers, pipefitters, machinists, mechanical engineers, electricians, HVAC mechanics, industrial machinery mechanics, chemical equipment operators, welders, millwrights, and industrial engineers.

The Career Center Partner (CCP) system, a proud member of the American Job Center network, system is designed to be a flexible, integrated and high performance network facilitating quick responses to the changing labor market needs within five counties. Real-time, sector analysis of the LWIA 1 labor market is imperative if the NETWIB is going to remain poised to meet the requirements of tomorrow's labor market. Demographics, key industries, technology, foreign trade, and current business practices such as restructuring all play a role in protecting the job for tomorrow. The foundation for labor force and industry employment projections includes examining the past and present and then projecting changes in these relationships based on this historical data. The current economy does not mimic past recessions. Additionally, state and federal job projections are lagging indicators.

LWIA 1 believes that projected employment and industry growth and declines should be viewed with caution and that LWIA 1 needs to remain informed and agile to respond to changing employer needs and opportunities. Services may be reformatted to meet the changing labor market and performance levels will need to be renegotiated in response to the economic changes in LWIA 1.

Based on available projections as well as current labor market activity in LWIA 1, the NETWIB defines the following as its 3 top industry targets:

- ◆ Healthcare, including service and support staff
- ◆ Advanced Manufacturing
- ◆ Transportation and Logistics

AB&T works closely with the Prisoner Re-Entry Initiatives in Northeast Tennessee. Workshops are conducted with the pre-release classes at the Northeast Correctional Complex. Workshops deal with employability skills such as: completion of applications, resume writing, attitudes, interviewing skills, and where to seek employment. Inmates are provided Career Center locations in the state where they will reside. Center services are discussed in

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detail. This project links the employer to the job seeker. Assistance is provided in acquiring information/resources to aid in employment. Work Opportunity Tax Credit and the Federal Bonding Program information is made available to employers who hire ex-offenders and to the ex-offenders to pass along to potential employers.

AB&T serves on the Justice and Mental Health Committee in Johnson County. This committee is instrumental in providing "a comprehensive and coordinated continuum of services for individuals involved in the criminal justice system" and includes officials from the areas of law enforcement, education, health, employment, and juvenile agencies. The goal is to link the individual to the employer in an effort to not only reduce recidivism but to provide area employers with a valuable employee pool.

Choice Neighborhoods is a central part of the White House Neighborhood Revitalization Initiative (NRI), an interagency partnership between HUD and the Departments of Education, Health and Human Services, Justice, and Treasury to support locally driven solutions for transforming distressed neighborhoods. The program supports locally driven strategies to address struggling neighborhoods with distressed public or HUD-assisted housing through a comprehensive approach to neighborhood transformation. Local leaders, residents, and stakeholders, such as public housing authorities, cities, schools, police departments, business owners, nonprofits, workforce development agencies and private developers, come together to create and implement a plan that transforms distressed HUD housing and addresses the challenges in the surrounding neighborhood. The program is designed to catalyze critical improvements in neighborhood assets, including vacant property, housing, services, education and employment opportunities. Choice Neighborhoods Initiatives focus on three core goals:

1. Housing: Replace distressed public and assisted housing with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood;
2. People: Improve educational outcomes and intergenerational mobility for youth with services and supports delivered directly to youth and their families; and
3. Neighborhood: Create the conditions necessary for public and private reinvestment in distressed neighborhoods to offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to families' choices about their community.

Over the next few years, AB&T staff will be participating in focus groups and will have a vital part in the planning process and will have an active role in participating and contributing in areas of interest and expertise, such as Economic/Self Sufficiency, Education and Youth.

LWIA 1 has begun dialogue with the Niswonger Foundation aimed at inclusion in their U.S. Department of Education I-3 grant which will distribute \$21m in technology upgrades for

all area high schools. As distance learning technology is deployed through this grant, the LWIA Career Centers and youth programs may have an opportunity to access learning content at no charge which can be used to enhance available educational opportunities for participants.

AB&T's Disability Employment Initiative (DEI) is a program designed to improve education, training, & employment opportunities and outcomes of individuals with disabilities. The DEI program serves individuals with disabilities who are unemployed, underemployed, and/or receiving Social Security disability benefits in Carter, Johnson, Sullivan, Unicoi, and Washington counties. A primary component of AB&T's DEI program includes providing employability assistance services to beneficiaries, ages 18-64 years old, of the Social Security Administration's (SSA) Ticket to Work Program (TtW). AB&T is registered as an Employment Network (EN) with SSA. Once a ticket is assigned, AB&T provides participants with assistance in achieving their desired vocational goal. AB&T will provide ongoing return-to-work services following job placement, promoting maximum self-sufficiency of participants as an EN.

The DEI program has a strong focus on technology utilization for participants. DEI staff conducts outreach to partners, employers, potential participants, and enrolled participants through the use of email, internet technology, technology workshops and training opportunities, and social media. AB&T DEI staff actively participates in the facilitation of pre-employment workshops in the LWIA1 Career Centers. Through the DEI program, workshops can also be individualized based on participant's needs, and facilitated in the participant's closest Career Center.

The DEI staff members are active members of the Northeast Tennessee Diversity in Employment Consortium (NETDEC). Through this Consortium, the DEI staff has the opportunity to coordinate events to promote employment of individuals with disabilities, and to network with area employers, partners, and potential DEI program participants. Also through the NETDEC agency partnerships, DEI staff has been involved in preparation, planning, coordination, and facilitation of National Disability Employment Awareness Month events each October, since AB&T's DEI program start date of October 2012.

The DEI program also places a strong emphasis on the fostering and maintaining of community partnerships. In order to best serve DEI participants, the DEI program staff is committed to collaborating with agencies housed within the Career Centers, as well as community agencies located outside of the Career Center setting. These agencies include, but are not limited to the following: The VR, Jacob's Creek Job Corps, Adult Education, Department of Corrections, Department of Human Services, TDOLWD, NSCC, TTC, UT's Corporate Connections/CLEE, Youth Build, etc. Through these partnerships and the braiding and blending of funds, DEI program participants receive optimal service provisions from all relevant providers, ensuring each participant's individual needs are met. This includes collaboration with NETDEC agency representatives from

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the Corporate Connections and TDOLWD, in order to plan and prepare events and keynote speakers for the NETWIB held each October.

Currently, the above NETDEC members are partnering with DEI staff to coordinate the October 2013 Disability Employment Awareness Month (DEAM) events. DEI staff is actively working alongside other NETWIB partners to promote community sponsorships and involvement for DEAM. This year's event is an integral part of the NETWIB annual meeting, and features keynote speaker Michael Hingson, an international motivational speaker and New York Times Best Selling Author. This event will take place at the Toy F. Reid - Eastman Employee Center in Kingsport, TN.

The DEI program staff is committed to participating in Veterans' Outreach initiatives. The DEI staff has attended job fairs, facilitated workshops, and partnered with the Veterans Affairs Medical Center to provide DEI and Ticket to Work program information to Veterans in the LWIA1 service area. Most recently, the DEI staff made a strong presence at the Hiring our Heroes Job Fair and Pre Job Fair events for Veterans. On May 6th and May 8th, 2013, the AB&T DEI staff and AB&T Career Specialists partnered with the TDOLWD's Veterans Representatives and NSCC's Career Development Services Department to co-facilitate Job Readiness Preparation workshops for the Veterans prior to the Hiring our Heroes Job Fair on May 14th, 2013. On May 16th, DEI staff participated in the Hiring our Heroes Job Fair, with a display table and DEI program materials. At the job fair, DEI staff was able to connect with area employers as well as meet potential DEI program participants.

The Northeast Tennessee Diversity Employment Council NETDEC, comprised of disability related employment partners, promotes a skilled diverse workforce in Northeast Tennessee. Businesses frequently report that they want to hire workers with disabilities, but navigating the network of community and government agencies can be frustrating. The NETDEC schedules local events to promote awareness such as employment disability forums in conjunction with regional employers. The NETDEC hosts the annual Business Appreciation Reception designed to give public recognition to area employers who have given unique and/or substantial employment opportunities to people with disabilities.

Fifteen employees (including the VR Counselor housed at the JC Career Center) of the DRS have taken Spanish in the Workplace classes in an effort to provide outreach services to the Hispanic population. DRS and CLEE/Corporate Connections partner with the WEOC to present a program at least yearly in each county on the business benefits of hiring workers with disabilities. DRS partners with the local CCPs to provide monthly career exploration and job readiness classes for job seekers with disabilities using the Career Center computer lab. Job seekers with disabilities have the opportunity to attend at least 6-12 hours of career exploration classes.

DRS has policies and procedures to ensure that it includes among its personnel, or has readily available, the services of individuals able to communicate in the native language of applicants and eligible individuals who have limited English proficiency through the Open DRS, UTCC and the DEI hold monthly job clubs at the Career Center to increase the job seeking skills of people with disabilities. The DRS program schedules all clients identified as ready for employment for a tour of the Career Center. Job ready clients are instructed by the VR Counselor on how to use Center services and register for DOL employment opportunities.

The PETE Project (Project Employment by Team Effort) is an employment initiative of the DRS and Corporate Connections. The 12 county area works together to share resources, employer information and job leads. Information is stored in the PETE Access database and can be searched for appropriate job matches between job candidates and employers. The NETDEC takes the PETE project outside of DRS and includes other employment related agencies such as TDOLWD, AB&T and other CCPs. DRS's largest expenditure is secondary education. After being determined eligible for services, clients will be asked to attend a career exploration program at the Career Center conducted by the VR Counselor housed there.

Each October DRS, DEI, and CLEE/Corporate Connections hold events in honor of Annual Disability Awareness Month to expose job seekers with disabilities to a variety of career opportunities. A series of Disability Mentoring Day Events are held at WEOC meetings, local employer's businesses. Booths are provided at various Northeast Tennessee Human Resources Expo sites.

During staff orientation, new counselor training, annual Title VI training and other training activities, Division staff members are informed of specific procedures to be followed to communicate with limited English speaking individuals. Telephonic translation services are available through Open Communications International. All regions have received orientation packages to be used to train all of their staff in the use of this service. DRS continues to provide on-going training and technical assistance regarding the Americans with Disabilities Act to staff and the general public, including business and industry and to contract with Technology Centers across the State for training and technical assistance in rehabilitation technology services.

The DRS has an interagency agreement with the Division of Special Education, State Department of Education providing administrative support for a coordinated, collaborative effort of service delivery. Region 1 DRS has grants with the Washington, Carter, and Johnson Counties and Johnson City and Elizabethton school systems to assign a VR Counselor to each high school to work exclusively with the high school population in facilitating a successful transition from school to work.

DRS recognizes its responsibility for employing or obtaining the services of sign language interpreters. This falls within the definition of "appropriate modes of communication"

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(Sec. 361.5(b) (5)), to the extent necessary to meet the communication needs of individuals who are deaf or deaf-blind. The Division's policy addresses the (1) significance of such services, (2) the selection of service providers, (3) the scheduling and payment for services, and (4) an evaluation process for such services.

LWIA 1's goal is to prepare participants for area job openings through the attainment of short term services to ensue job readiness and may include short term training that leads to certifications/degrees. The goal of the LWIA 1 workforce system is to provide a combination of employability skills and training services that lead to a recognition by employers that provides individuals with additional skills or competencies generally recognized by employers in targeted demand occupations based on local labor market information and guidelines. Job seekers must be determined through interview, evaluation, or other assessment methods to be in need of training and scholarship services and have the skills and qualifications to successfully participate in the selected program of training. Participants must have taken advantage of core and intensive services, and be unable to obtain or retain employment leading to self-sufficiency in order to be considered for WIA job readiness and training services. Scholarship training services will be provided as outlined in the WIA regulations to eligible Adults and Dislocated Workers through the use of the defined Individual Training Account system (ITA) system with the exception of:

- On-the-job training (OJT) or customized training
- Programs procured when it is determined that there is an insufficient number of providers in the area to accomplish the purposes of ITAs
- When it is determined that there are qualified, effective community-based or private organizations serving special populations with multiple barriers to employment (Should these services be needed, NETWIB developed criteria is to be used in determining demonstrated effectiveness which may include financial stability, demonstrated performance, relationship to the NETWIB strategies, and address employment of populations facing multiple barriers in categories defined by WIA and other hard-to-serve populations defined by the Governor.)

The ultimate goal of occupational and technical training is the gaining of necessary skills to obtain and retain a job that leads to the customer's ability to become self-sufficient. These services are provided through training vendors evaluated and approved for placement on the approved Eligible Training Providers List (ETPL).

All training scholarship participants must require assistance beyond that made available through any other financial assistance or grant award. WIA funds are leveraged with Pell Grant or other federal financial assistance. Scholarship assistance is limited to training that will lead to full-time employment in a demand occupation. Core and intensive services will continue as needed for the duration of participation as deemed appropriate.

The NETWIB makes the final determination on time limits and funding amounts per ITA. Prior to issuance of an ITA, each participant will receive an initial assessment, research local demand occupations and training opportunities, receive occupational and career counseling, and develop an Individual Employment Plan (IEP). The local ITA system meets all federal and state requirements under which eligible customers may be issued a training voucher for redemption for training in conjunction with the LWIA 1 ETPL. Components represent general procedures used in coordinating customer choice, labor market demands, and WIA guidelines as defined in section 134 (d)(4)(A) of the Act. Funds expended on a training program, whether that amount meets the maximum amount set by the NETWIB or not, will be determined as fulfilling the training agreement for the training customer. All training activities will be provided at sites that are accessible to individuals with disabilities as directed by the Americans with Disabilities Act (ADA). The NETWIB, in coordination with the State, provides the final assessment and determination of eligible providers in accordance with appropriate regulations. The Tennessee Higher Education Commission (THEC) oversees the process for certifying Eligible Training Providers for inclusion on the list.

LWIA 1 will coordinate local Rapid Response activities through a comprehensive and collaborative effort to provide high-quality, timely, consistent and innovative approaches. LWIA 1 Rapid Response activities and services will ensure that both dislocated workers and employers have a gateway to the local workforce system by providing the right information and services when, where, and how it is needed to best serve both employees and business. Comprehensive solutions will ensure that both Rapid Response customers have access to high quality services. Rapid Response in LWIA 1 will utilize a pro-active approach to planning for and managing economic transition through:

- Strategic planning, data gathering and data analysis designed to anticipate, prepare for and manage economic transition
- Knowledge of the local, regional, and national labor market trends and economic forecasts and possess knowledge of local workforce assets and needs
- Ongoing relationship building with employers, partners, networks, and other community stakeholders
- Planning for and responding to layoffs, minimizing their impacts wherever possible

LWIA 1 will have a single point of contact that will coordinate Rapid Response activities as a designated Local Rapid Response Coordinator (RRC) who will work closely with the State Dislocated Work Unit (DWU). Rapid Response activities will be initiated when the State DWU or the local RRC becomes aware of an impending layoff or closure. The RRC is responsible for making immediate contact with the employer to offer services to the company and the employees.

The initial pre-layoff meetings generally occur between the company's top management, human resource personnel

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and Rapid Response team members. Employee representation is encouraged to assist in the streamlining of services. Rapid Response basic team members include TDOLWD, WIA, and AFL-CIO representatives. Other team members may be added based on the needs of the employer and dislocated workers, such as Adult Education. Mass meetings are held on-site, whenever possible, and provide both verbal and written information about available services. Rapid Response Transition Assistance Committees or Workforce Adjustment Committees, consisting of equal representation from employer and employees as well as the community, as appropriate, are put into place whenever necessary to further ensure that the lines of mutual communication are open.

Needs surveys completed by the affected workers in a specific company help to pinpoint the precise needs of the dislocated workers. This allows the Rapid Response team to coordinate with the local Career Center to design services to best meet the needs of both the dislocated workers and area employers looking for skilled workers

Layoff aversion and early intervention strategies may be utilized that help retain or save jobs, extend the range of relationships with other programs and community organizations or other helpful entities. Incumbent worker training may be considered as a part of a layoff aversion strategy in coordination with the State DWU.

The LWIA 1 Rapid Response Infrastructure includes:

- Build and maintain relationships with businesses, communities and Partners
- Develop policies and procedures
- Gather labor market information and workforce intelligence
- Promote effectiveness of Rapid Response services
- Collect and analyze worker data
- Provide information, solutions and services for the workers, the employers and the community
- Connect affected workers to the Career Center system
- Provide services to the employer through the Career Center

While there have been numerous layoffs during the last year with small businesses that don't get reported to the State, these dislocated workers are active with our CCPs every day. There were four closures and 2 mass layoffs reported within LWIA 1 which included Exide in Bristol, RR Donnelley in Johnson City, AGC in Kingsport, Dex One in Bristol, Ryan's in Johnson City and Food Lion in Johnson City with a total of 411 dislocations.

ACT's National Career Readiness Certificate (NCRC) is a portable credential that demonstrates achievement and a certain level of workplace employability skills in Applied Mathematics, and Locating Information, and Reading for Information. In the future, ACT Career Credentials powered by ACT WorkKeys is an expanding program that will offer certifications in other areas. Individuals can earn the NCRC by taking three WorkKeys® assessments that include

Applied Mathematics, Locating Information, and Reading for Information.

LWIA 1's NCRC program provides job seekers and employers practice software for the WorkKeys Assessments and NCRC testing services through a partnership with the Tennessee Career Center. Eastman Chemical (Global headquarters, Kingsport, TN) is one of the largest employers in the State and is a LWIA 1 NCRC partner since 2007. Eastman Chemical requires all production/manufacturing entry level positions to take the NCRC and pass at a specific level as part of the application process. The NCRC partnership between Eastman and LWIA 1 has assisted many job seekers in obtaining employment with Eastman Chemical.

Other LWIA 1 employers that have used or expressed an interest in the NCRC during the past and the upcoming program years are Mountain Electric, Domtar, Snap-On Tools and Accuforce (AGC). The NCRC provides a "common metric of communication" among job seekers, employers, and educators. It measures "real world" skills that employers believe are critical to job success. The LWIA 1 NCRC program allows Northeast Tennessee to be responsive to workplace realities and address the assessment and training needs of current, transitional, and emerging workforces in the local region.

Since the implementation of the WIA, LWIA 1 has had as its priority the deployment of a workforce system focused on supporting economic development, meeting employer needs and sustaining high skill levels for the region's workers. The NETWIB collaborates with regional economic development entities and agencies to engage in strategic planning to address talent needs engaged in collaborative strategic planning to address the talent development needs of Northeast Tennessee, Southwest Virginia and Western North Carolina.

Partnering with the First Tennessee Development District, TnACHE, and the Southeast Education, Inc. the Northeast Tennessee Workforce Investment Board (NETWIB) is organizing a community discussion with regional leaders in business, education, workforce development and economic development to identify ways to enhance collaboration in the 8 county region of Northeast Tennessee. Scheduled for June 20, 2013 and facilitated by Dr. Phil Hardwick, Coordinator of Capacity Development with Mississippi State University's John C. Stennis Institute of Government and Community Development, the full day event will consist of county segmented SWOT analysis and vision development to collaborate and link education, economic and workforce development

The NETWIB has conducted two regional forums to address challenges facing the local area resulting from the impact of globalization. Although the region has experienced job loss through off-shoring, LWIA 1 has benefited from net foreign direct investment and the expansion of existing business. For example, Alo, Koyo and Nakatetsu, three international manufacturing facilities, have located in Washington County.

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- Collaboration between the private and public partners of the Regional Center for Applied Manufacturing (RCAM). This partnership is facilitated by a team of representatives from the area's largest and most critical manufacturing organizations, NSCC, ETSU, TTC, Chambers of Commerce, State and local economic development officials and NETWIB.
- LWIA 1 continues to enhance its relationship with specialized facilities and resources available through NSCC, including use of space and computers at the Regional Center for Advanced Technology (RCAT) and the RCAM to promote participant assessment and attainment of NCRCs.
- Ongoing commitment to excellent services for youth in the region. LWIA 1 will leverage resources to address critical shortages of skilled crafts and construction workers, including alignment with approved apprenticeship programs and development of innovative pre-apprentice conduits.
- Increasing concentration of resources, including staff and community partner training, to ensure access to services for ex-offenders, veterans, and individuals with disabilities.
- Ongoing dedication to a demand driven approach which builds capacity. The NETWIB will work in conjunction with regional economic development officials to analyze workplace trends, anticipate skill requirements, and develop recruiting, assessment, screening and training programs which provide workplace skills, creating a competitive advantage in the global marketplace.
- The NETWIB has deployed a fully developed ACT/WorkKeys/National Career Readiness Certificate program which assesses and validates worker skill sets. As a result, employer hiring, training costs, and turnover rates will be significantly reduced.

To link WIA services to economic development, LWIA 1 representatives meet with regional economic development organizations to assist new or expanding business/industry in recruitment, assessment, training, hiring, retention and follow up to ensure that employers' needs are being met throughout their human resource cycle. The NETWIB will enhance its focus on a regional approach to workforce development through:

- Participation in regional initiatives sponsored by partner entities, e.g., First Tennessee Development District, Five State Economic Development Partnership, Regional Chambers of Commerce/Chamber coalitions, and all of the area's Economic Development Partnerships
- Continue participation with regional educational institutions, e.g., NSCC's "Think Tank" initiative designed to be a broad-based, collaborative research to make informed, real time decisions to meet the local workforce development needs
- Continue participation in regional initiatives with LWIA's 2, 3, 4 and 5
- NETWIB Regional Strategic Planning Summit investigated regional, real-time employer requirements in order to implement a restructured, streamlined menu of services that address critical employment needs in

the region, targeted toward putting individuals to work quickly and effectively in methods which enhance participating employer's bottom line and competitive position

NETWIB's actions to further expand its regional economic partnerships consist of:

1. Revitalizing regional efforts to link with Southwest Virginia and Western North Carolina workforce areas
2. Direct allocation of training dollars to enroll SW VA and WNC residents into high growth training programs, i.e., nursing and manufacturing to ensure that regional labor market needs are met
3. Collaborate with regional economic development organizations in the collection and analysis of labor market information
4. Continue collaboration with economic development organizations in the recruitment of new business, as well as support of existing business expansion

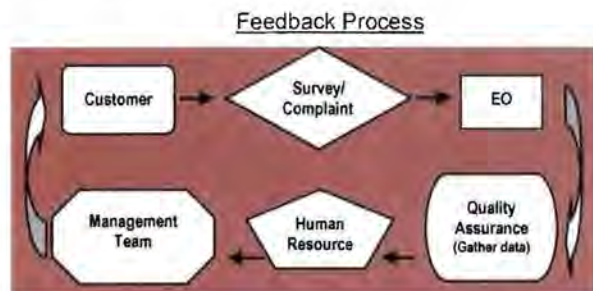
Strategies for meeting the challenges and opportunities of our regional workforce needs are aimed at assisting employers to find and retain qualified workers and to prepare workers with the skills necessary to secure employment and have opportunities for career advancement. The CCPs plan to target those employment sectors which are applicable across a wide range of occupations. This includes the use of emerging/advanced technology the NETWIB has established the development of employer recognized workplace competencies as a key strategic objective. CCPs have specifically requested that the Career Centers maintain the ability to deploy specific resources on an ad hoc basis to accommodate rapid changes in employer training needs.

LWIA 1 uses a variety of methods to determine short-term and long-term key customer requirements and expectations including regular meetings with customers, customer surveys, e-mail contact, customer visits, brochures, mailers, suggestion boxes, one-on-one interviews, and follow up procedures. Employer's customer requirements and expectations are also learned by business forums, focus groups, and research and evaluation of current labor market trends. Constant evaluation is necessary because customer groups and their needs constantly change.

To emphasize the importance of the coordination and collaboration of partner services, the Career Center Consortium ensures that local supervisors and front line staff, in the form of the Coordination Team made up of all partner managers, are responsible for designing the scope of services for each partner's respective services. NTCC partner managers are responsible for ensuring that individual staff is adequately trained not only in Career Center issues but also issues concerning other available outside services and resources. Representatives of partners in the Career Center serve on the NETWIB which has a subcommittee structure that facilitates the oversight of different program areas.

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The following diagram outlines LIWA 1's customer feedback and resolution processes.



The following targeted CCP initiatives exemplify the results of the commitment the CCPs have made to Career Center success.

LWIA 1 CCPs respect the many sacrifices Veterans have made in serving our country. The Career Center Consortium has assigned the CCP Coordination Team to conduct an internal review and analysis to policies and procedures and services delivery strategy to help identify points of service where the priority of service should be implemented. The local workforce system is required by law and regulations to provide priority to all veterans and eligible spouses

WIA priority of service regulations differ from the Veteran definition for Wagner –Peyser, Disabled Veterans' Outreach Program (DVOP), and the local Veterans' Employment Representative. The full WIA definition for veterans and eligible spouses is defined at 38 U.S.C. 101(2). There are several useful e-tools to assist veterans and eligible spouses. These include the O*NET and OccuBrowse+ military credential transition.

The NETWIB Planning Committee and the NETWIB will ensure that Priority of Service Career Center service policies in LWIA 1 ensure those Veterans and their eligible spouses are provided a wide range of employment and training services. Implementation activities will guarantee that:

- ✓ Veterans and eligible spouses are informed of their entitlement to priority of service
- ✓ The full array of employment, training, and placement services are available under the Priority of Services
- ✓ Any applicable eligibility requirements for programs and services

Staff at all levels will be trained to understand the priority of services laws and regulations for Veterans and eligible spouses. Points of entry can include reception and resource areas, web sites, self-service activities, and informational materials. The only service that requires prior verification of eligibility is for the commitment of resources such as classroom training.

Initial Career Center activities to meet the laws and regulations tied to the new Protocol for WIA Priority of Services may include the revisions of forms and sign-in sheets and other means to encourage self-identification of veterans and eligible spouses. Once a veteran or spouse has self-identified, Career Center staff will be responsible for the provision of immediate priority.

Wagner-Peyser(W/P) and WIA both have staff who are assigned to specific populations that include Veterans and their spouses. These staff will serve as the initial trainers for Career Center staff that provide core, intensive, and training services, business service units, virtual services, including websites as well as staff involved outreach.

The Jobs for Veterans Act (Public Law 107–288) made a number of amendments to encourage Veterans and other "covered persons" access to services within an integrated one-stop service delivery system. The DVOP participates in the Disability Employment Access Network and will participate in the upcoming Integrated Resource Team to increase individualized services for Veterans with disabilities and their family members.

Veterans are served not only by regular W/P staff but we have local Veteran Employment Representatives (LVER) and a Disabled Veterans Outreach Program (DVOP) in each office. Priority of Service is the cornerstone on which TDOLWD's service to Veterans is built. It is of paramount importance that Priority of Service be observed in all employment and training activities. Eligible veterans will be granted priority for each of the services for which they qualify. These services include the interviewing process, access to job search tools such as internet and resume writing programs, case management, testing, counseling, referral to employment and training opportunities and all other services offered as a matter of course in the daily operations of the public labor exchange. These are the responsibility of all local office staff members.

THE NETWIB honored Veterans at its August, 2012 meeting with Congressman Phil Roe as the guest speaker. The NETWIB expressed its gratitude and appreciation to Veterans and fallen Veterans. A wall of pictures honoring over 100 Veterans from several generations was the highlight of the event.

CCP staff have attended job fairs, facilitated workshops, and partnered with the Veterans Affairs Medical Center to provide information to Veterans in the LWIA1 service area. Staff made a strong presence at the Hiring our Heroes Job Fair and Pre Job Fair events for Veterans. On May 6th and May 8th, 2013, WIA and DEI staff partnered with the TDOLWD's Veterans Representatives and Northeast State Community College's Career Development Services Department to co-facilitate Job Readiness Preparation workshops for the Veterans prior to the Hiring our Heroes Job Fair on May 14th, 2013. CCP staff participated in the Hiring our Heroes Job Fair, with a display table and program materials. CCP staff was able to connect with area employers as well as meet potential program participants.

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LWIA 1 will be prepared to serve the increased numbers of veterans returning home, their spouses, their children and those veterans with disabilities utilizing the following strategies:

- ✓ Enhanced coordination with TDOLWD Veterans' Representatives, Mountain Home Veterans' Administration, Rehabilitative Services, and DEI
- ✓ Career Center Partner staff training geared toward resources available to enhance services to all of these populations
- ✓ GI Bill coordination with area approved training providers and combined staff informational and training sessions
- ✓ Use of OccuBrowse+ and O*NET transferrable skills translators for veterans and spouses
- ✓ Coordination with area Reserve forces that have been called to active duty
- ✓ Coordination with area employers specifically interested in hiring veterans
- ✓ Use of Individual Training Accounts, Incumbent Worker and On-the-Job training funds, as appropriate

LWIA 1 provides WIA Programs for in-school youth through a competitive bid process and operates programs in eleven (11) area high schools. These programs have a positive impact on the youth served not only through the programs offered but also by having a connection to an adult who cares about them. Program services include vocational assessments, tutoring, work readiness skills, leadership skills, mentoring opportunities, job shadowing, work experience, graduation assistance, college and career fairs, community service, ACT/college prep, field trips to American Job Centers and post-secondary institutions and various supportive services and follow-up services.

The Tennessee Department of Education has raised standards and aligned graduation requirements to best prepare students for college and the workforce. Following the implementation of the Tennessee Diploma Project in 2009, high school students must now complete 22 credits to graduate. They also will be tested in core subject areas with End of Course exams; part of the Tennessee Comprehensive Assessment Program.

In an effort to maximize opportunities for youth, it is LWIA 1's goal to provide youth services to better prepare the local emerging worker for a successful future. This has placed a greater emphasis on services that will ensure that young people succeed at an earlier age and take advantage of a coordinated continuum of education and workforce development programs. LWIA 1's vision is to ensure continuous improvement of youth services by incorporating research and feedback for program design issues and gap analysis. The goal of local youth services is to advocate for and sustain an integrated regional youth development system while maximizing the opportunities for LWIA 1's youth to develop and achieve their potential.

- ◆ Increase focus on out-of-school youth including dropouts, offenders, and those aging out of foster care

- ◆ Increase focus on programs for youth dropouts - including YouthBuild, AmeriCorps, and Work Experience
- ◆ Increase Focus on providing alternative education opportunities, such as GED for out-of-school youth, including YouthBuild and Job Corps
- ◆ Leverage WIA resources and coordinate youth programs with other community based initiatives such as Upward Bound
- ◆ Focus on coordination with community programs to identify and recruit eligible out of school youth
- ◆ Enhance programs for in-school youth with emphasis on ensuring attainment of Tennessee Diploma Project for WIA eligible youth
- ◆ Focus on programs providing Work Experience opportunities for more WIA youth, including, but not limited to YouthBuild and placement in community agencies for work-based learning experiences

Work experience opportunities may be made available to WIA eligible out-of-school youth including placements on job assignments in public, private, and non-profit organizations. Participants and jobsites are matched based on results of interest and aptitude tests.

LWIA 1 has operated four YouthBuild (YB) Programs in Northeast Tennessee. Two of these programs, Elizabethton and Kingsport, were funded by HUD grants. The Johnson City program was funded through state and local WIA funds. AB&T recently received a \$1.1m USDOL YB grant to provide services to (70) at-risk, out-of-school youth through 2015. Participants will construct 4 single-family homes for low-income homebuyers. YB is a comprehensive job-training and pre-apprenticeship program that provides hands-on job training in construction skills while also providing an hourly wage. In addition, YB provides academic classroom training that assists participants to prepare for and obtain their GED and/or upgrade basic skills. YB utilizes the Pre-Apprenticeship Certification Training (PACT) designed by the National Association of Home Builders and recognized by USDOL. All participants have the opportunity to earn PACT certifications in carpentry, electrical, plumbing, masonry, landscaping, and facilities maintenance. All YB participants are provided additional services to help them either enter the workforce or continue their education at a community college or technical school.

A variety of assessment and evaluation instruments will be utilized to assess interests and aptitudes, and progress will be based on student goals and competence. Services will provide a bridge to basic skills success. One means of providing the much needed upgrade of reading, writing, mathematics, and critical thinking skills is through the use of ACT's proven curricula Career Ready 101. Career Ready 101 is a comprehensive career preparation course. It is an integrated approach to exploring careers and skill requirements, building workplace skills using Career Ready 101, and creating life-literacy with such skills as financial awareness and job searching. The program will guide users to certification with WorkKeys® assessments and the National Career Readiness Certificate (NCRC). It is a

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powerful way to build self-esteem, provide real credentials, and guide students to success. The Career Ready 101 Program is a one-of-a-kind program designed to provide a more efficient and comprehensive experience for administrators, instructors, and students. The Career Ready 101 system includes the ability to monitor progress and interact with participants remotely.

The Emergency Repairs for the Elderly grant program, administered by First Tennessee Development District (FTDD), provides essential housing repairs to very low income seniors who are 60 years of age or older. Work typically involves repairs to roofs, electrical systems, plumbing systems, septic systems, heat and air systems and structural repair. The maximum grant for an elderly person is \$10,000 but requires the homeowner to match 50%, or \$5000. Most low income elderly cannot afford the match to obtain the needed repairs. The match can be provided by another person or source such as a non-profit. AB&T's YouthBuild program partners with FTDD to offer labor and resources to meet the match requirement. These repair projects provide YouthBuild participants with valuable job skills and the opportunity to give back to the community through community service.

Sullivan Central High School and Northeast State Community College have partnered to add the Welding Certificate Program to the Dual Enrollment curriculum. AB&T partnered to assist students in the programs that were WIA eligible. Five of the welding students were enrolled in the WIA in-school youth program. While enrolled in the WIA program, the students met with the WIA representative in one-on-one sessions. During these one-on-one sessions the students would discuss accomplishments as well as concerns about studying and passing a college class. Students were assisted in completing and submitting the fall 2013 Online Dual Enrollment Grant, the FAFSA, and the Northeast State's General Education Scholarship. These students also received assistance with Northeast State's admissions process. Three of the five students are juniors, so they will continue working toward earning their certificate. These students will accumulate approximately 19 of the 27 credit hours required for the program by the time they graduate from Sullivan Central High School and will then transfer to Northeast State to complete the remaining eight credits.

AB&T, in conjunction with NSCC, provided one of LWIA 1's premier employers an Introduction to Pulp and Paper Technology. This on-line course, including both Adults and Dislocated Workers, introduced students to pulp and paper making technology including equipment, processes and terminology. All students received their NCRC as part of the class and all students were interviewed and completed Domtar's employment testing process.

ADpma, LLC, an engineering/manufacturing of aerospace components company, requested incumbent worker funds to help them obtain AS9100 Certification training to stay competitive in their current field of business. They employ and trained nine full-time staff. ADpma stated the desired outcomes of the AS9100 training would avert lay-off

through process improvement and save jobs, provide training in a demand occupation, provide trainees completing the training with a certificate and improve the long-term wage level of the nine trainees. In October 2012, ADpma, LLC was informed by their primary customer that they could no longer compete for future contracts because they were not compliant with or certified to a Quality Management System (i.e., AS9100). The conundrum was that: they had a strong business relationship with the customer and they expressed a desire to continue purchasing parts and assemblies from ADpma. With more and more jobs being outsourced offshore, the need to have a Certified Quality Management System has become a minimum standard to be considered as a prospective supplier. ADpma also believed this trend would continue with all of their customers. ADpma's strategy to maintain these jobs was simple: train their employees and give them the skills necessary to implement and maintain a Certified Quality Management System. ADpma identified this lack of certification as a potential risk to their company and its employees. The Certification their staff received was one way to avert loss of jobs.

LWIA has a renewed emphasis in On-the-Job Training (OJT) to promote an increase in the employment, job retention, earnings, and occupational skills improvement of WIA participants while improving the quality of the workforce, reducing employment costs and improving the productivity and competitiveness of the nation. OJT's provide individualized occupational skills training for Dislocated Workers and WIA eligible customers equipping them for success in high-wage, high-demand occupations. The goal of the OJT program is to place participants in occupations that will enhance their prospects for long-term employment and to assist businesses in providing training and skilled workers that meet the needs of the employer.

WIA Adult and DW OJT's	
Employer	# on OJT
Brock	14
Carter County Tomorrow	1
Domtar	9
Dr. Reddy's	7
Snap-On Tools	1

AB&T's Business Development Specialist (BDS), in conjunction with TDOLWD's Marketing Representative, provides marketing and outreach to area employers to provide information about AB&T services and to seek employers for On-the-Job Training opportunities for current participants and potential participants referred by employers. The BDS coordinates with several groups including the Workforce Employer Outreach Community (WEOC); Human Resource Association of Northeast TN (HRANET); Society for Human Resource Management (SHRM); WIB and local Chambers of Commerce to market employer services and develop participant placement opportunities.

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In addition, the BDS works closely with Career Specialists and the DEI Initiative to assist with placement of current participants who are seeking employment and would benefit from OJT. The BDS makes connections with employers who list job orders with TDOLWD to offer On-the-Job Training services for jobs that are in demand in the region. Job fairs that CCPs have participated in include:

- ◆ Industrial Trade Show (RCAM) in Kingsport July 19th 2012
- ◆ Washington County Job Fair at Carver Park in Johnson City September 13th 2012
- ◆ Veteran Job Fair Johnson City October 25th 2012
- ◆ Job Fair RR Donnelly November 2nd 2012
- ◆ The Greater Bristol Job Fair December 12th 2012
- ◆ Career Fair Northeast State College Blountville on April 17th 2013
- ◆ Hiring Our Heroes Meadowview in Kingsport in May 2013

LWIA 1 is working more closely with several major employers to become more knowledgeable of and more involved in their hiring processes to benefit our participant jobseekers and the employers. Domtar, a local employer with excellent wages and benefits has an in-depth tiered approach to their hiring process. Several AB&T staff have participated in training sessions with Domtar to become more knowledgeable of these specific testing requirements and interviewing processes. This knowledge has helped us better prepare our participants to successfully navigate these processes to obtain employment with this premier employer. AB&T has also assisted this employer with the execution of an OJT Contract for recent new hires.

To encourage economic recovery and promote employment opportunities for dislocated workers, there is renewed national, state and local emphasis for on-the-job training (OJT). The Division of Workforce Development provided funding that was available from Tennessee's Rapid Response allocation to address critical needs by providing OJT funding opportunities to Local Workforce Investment Areas (LWIAs) under the Tennessee Works Act of 2012. LWIA 1 was awarded \$99,334.00 to provide service strategies that will connect forty (40) eligible dislocated workers with employers. To date, 22 participants are enrolled in LWIA 1 under the Tennessee Works Act and are placed on OJT's with companies in the area.

TN Works Act OJT's	
Employer	# on OJT
Brock	23
Dr. Reddy's	1
Domtar	2

The Career Center Partners, including all partners and the NETWIB, remain committed to increasing the use of on-the-job training, customized training and incumbent worker

training. TDOLWD continues to demonstrate commitment and support for this approach through continuing realignment of statewide resources to ensure availability of incumbent worker training resources. This program has been documented as one of the most successful and critical components of employer-based training. Regional employer and economic development groups are vocal advocates of increasing and enhancing the levels of incumbent worker funding and staff support while expressing frustration with the burdensome paperwork and tracking procedures.

In addition to WIA resources, other Career Center partners have agreed to research funding formulas, distribution processes and administrative requirements which may permit access to on-the-job and customized training opportunities through non-WIA program development streams. These resources may also include Governor's Fast Track initiatives, generalized economic development funding, and employee-based ECD efforts by Northeast State Community College and the Tennessee Technology Center. The leveraging of other resources may mitigate barriers to strategic use of OJT, customized training and other employer-based or site-based training. These barriers are often created by system constraints imposed by focus on management of WIA performance measures.

LWIA 1 exercises quick response to the availability of Statewide Incumbent Worker and On-the-Job Training resources. AB&T established an expansive data base composed of more regional employers who receive information on the competitive grant process for receipt of IW funds. An independent IW Review Team, composed of members of the Workforce Investment Board, evaluates each applicant and recommends action for approval or denial as well as appropriate funding levels. Deployment of TDOLWD Career Coaches will further enhance customer access to services, as needed.

LWIA 1 has demonstrated success in administering and distributing both state and federal WIA funds to provide OJT and incumbent worker training. In terms of direct economic development support for the region, these funds and related initiatives can be said to have enabled the retention and/or expansion of area businesses. These private sector partners working in conjunction with Career Center partners have been critical to the success of the incumbent worker system.

In order to proactively address our advanced manufacturing employment needs, the NETWIB has, all total, deployed more than \$1,372,139 for Incumbent Workers grant dollars. The following highlights the current year's investments

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11-12 LWIA-1 INCUMBENT WORKER Program

PROGRAM YEAR	COMPANY	INVESTMENTS	# TRAINED
11-12	Accurate Machine Products	\$9,180.00	5
11-12	Airjet Ordnance Tennessee, Inc.	\$21,073.00	13
11-12	BAE Systems Ordnance Systems, Inc.	\$11,831.00	14
11-12	Bristol Metal, LLC	\$19,405.00	21
11-12	Kysor Panel Systems	\$3,188.00	1
11-12	Snap-on Tools	\$25,000.00	8

12-13 LWIA-1 INCUMBENT WORKER Program

PROGRAM YEAR	COMPANY	INVESTMENTS	# TO TRAIN
12-13	AO Smith (AWHC)	\$14,312.00	12
12-13	BAE Systems Ordnance Systems, Inc.	\$14,313.00	30
12-13	Domtar Paper Company, LLC	\$14,312.00	18
12-13	Electro Motor, LLC	\$7,750.00	21
12-13	Holston Medical Group	\$14,313.00	110
12-13	Kennametal, Inc.	\$25,000.00	29

12-13 LWIA 10% IW Formula Funding

PROGRAM YEAR	COMPANY	INVESTMENTS	# TRAINED
12-13	ADPma, LLC	\$14,000.00	3

The following is a description of AB&T's procurement and competitive bid process in LWIA 1. Competitive proposals shall be solicited in conformance with WIA rules and regulations and with established guidelines of the LWIA Administrative Entity. The design for the AB&T procurement and competitive bid process is outlined below.

1. Review Strategic Plan and define program objectives.
2. Solicitation: Using bidder's list, advertising methodology, and local procurement procedures, issue RFP.
3. Bid Opening: After closing deadline for RFP, open and log proposals.
4. Review proposals using evaluation process and criteria in RFP.
5. Make contract award recommendation to the WIB.
6. Issue notification of contract award.
7. Complete program / contract evaluation process.

The proposal evaluation and contract award process is described herein. A group of individuals representing the functional areas of LWIA 1 may be named as a team for the evaluation of all proposals received in response to an RFP. Individual members of the WIB may be included. Proposal reviews may be done individually or as a group, however, the same evaluation sheet should be completed by each individual with results compiled to present a cumulative score to the WIB at the time of contract award recommendation.

The evaluation process used is objective, using quantifiable factors relating to the review criteria for each RFP. At a minimum, the following areas should be reviewed:

1. Demonstrated performance (previous performance on contracts, including monitoring reports)

2. Proposed budget (in order to determine cost reasonableness)
3. Organizational structure (the proposer's ability to perform the program design as outlined)
4. Staff qualifications (adherence to job descriptions in the RFP or the designated staff's ability to carry out the program)
5. Adherence to other RFP requirements (did the proposal include all other required information)

Based on the team score and cost reasonableness of the proposal, a recommendation for contract award should be prepared for the NETWIB. If the lowest cost bidder is not being recommended, written justification should be included in the recommendation (high risk bidder, lack of program experience, etc.)

The actual contract award is the decision of the NETWIB. The NETWIB may concur with the recommendation, choose another proposal based on information in the review summary, or cancel the RFP entirely. In the event that the WIB makes an award which is different from the recommendation, justification should be documented. Each action of the WIB regarding contract awards is specifically documented in the minutes of that meeting. The minutes indicate the name of the contractor, the amount of the award, the title of the program and the funding source. All documentation is retained for compliance review purposes.

Evaluation of each proposal includes cost and price analysis. Cost/pricing information should demonstrate an understanding of the program needs and a commitment to the needed resources to do that work. Cost analysis must include the review and evaluation of 1) the supporting data submitted by the proposer; 2) the line item costs; and 3) the factors considered in projecting the cost to perform the specified work. After costs are identified, the evaluator must determine the allowability of costs taking into consideration the necessity, reasonableness, allocability, and terms of the contract.

Reviewers must be familiar with Federal, State and agency rules reflecting allowability. They must also review the RFP to see what limitations are set. When the proposals are evaluated, reviewers must be certain that offerers are proposing costs that conform to these rules. If there is a doubt, clarification should be sought. LWIA 1 must use WIA Regulations and Policies and the OMB Cost Principles in its own operations, sub-agreements and other procurements.

AB&T, in consortium with CCPs, are the providers of core and intensive services for adults, dislocated workers and older youth. The specific types and levels of WIA Title I adult and dislocated workers services delivered are defined in the RSA/MOU. Individual MOUs are negotiated between each required partner and the NETWIB. The NETWIB determines the method for delegating or procuring additional core and/or intensive services not provided by the CCPs or operator(s) through assignment or competitive bid. The procedures for competitively selecting adult and

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dislocated worker service providers will take into account past performance of the provider and the ability of the provider to deliver services that lead to achievement of desired program outcomes and cost factors.

As prescribed in the WIA, training services for adults and dislocated workers are made available to eligible participants via an ITA system. A LWIA 1 ITA system has been established that meets all federal and state requirements, under which eligible customers may be issued a voucher for redemption for training/scholarship through the ETPL as approved by the NETWIB.

Under the direction of the Youth Council and NETWIB in LWIA 1, appropriate youth activities will be procured through competitive processes and will be in full compliance with applicable federal requirements and State guidance. The NETWIB may also choose to competitively bid training activities designed to serve special populations when it is in the interest of the Board to do so.

LWIA 1 advertises for potential bidders utilizing the combined marketing capabilities of the CCPs in keeping with the State plan to advertise and circulate all available grants and contracts. Potential training providers are afforded an opportunity to submit applications established by THEC for post-secondary educational institutions to the NETWIB.

All providers of training services are required to meet minimum performance measures established by the Governor and his State Workforce Development Board. The procedures for providers to remain in good standing include a review of program-specific performance and cost information as well as a requirement to annually meet established performance levels. Information collected will be combined in an annual training report card as a part of the continuous improvement process.

To remain eligible to receive WIA funds, a provider must submit verifiable program-specific performance information on all WIA individuals participating in each individual training offering consisting of:

- Training program completion rates
- Placement rates in area of training
- Entry wage data
- % of individuals placed in unsubsidized employment
- Rate of retention
- Average Earnings for six month period
- Program cost information

A training provider must deliver results and provide accurate information in order to retain its status as a provider. To ensure that providers deliver quality training services and maintain high standards of performance, programs will undergo regular monitoring to verify the number of enrollees, training completions and rates of placement. The NETWIB oversees this process and has established policies covering violations of WIA provisions or regulations including a provider appeal process.

IV. Measurement, Analysis, and Knowledge Management

The mission, vision and structure of services in the Career Center Partners (CCP) system, a proud American Job Center network partner, define our primary customers. CCPs serve the community and provide a wide variety of services to a diversified customer base. The primary customers are employers and local businesses, training institutions, CSP employees, adults, dislocated workers, disadvantaged adults and youth, unemployment claimants, local community agencies, and governing boards of directors.

For many of the services provided by the CCP, federal income eligibility and qualifications predetermine the customer base. Our centers provide universal access to a number of services that do not have eligibility requirements. Within these parameters, we must keep current customers satisfied and seek new customers. Customer groups, as applicable, are selected through various methods of eligibility and qualification which meet mandated guidelines.

The CCP uses a variety of methods to determine short-term and long-term key customer requirements and expectations. The methods include regular meetings with customers, customer surveys, e-mail contact, customer visits, brochures, mailers, suggestion boxes, one-on-one interviews, interviewing, and follow up procedures. Employer's customer requirements and expectations are also determined through business forums, focus groups, and research and evaluation of current labor market trends. Constant evaluation is necessary because customer groups and their needs constantly change.

The CCP assists in determining customer expectations and requirements. These sites provide advanced educational training, job search assistance including job orders, Internet access, and workshops in computer and pre-employment skills. Trained staff counsel and provide assessment and testing, information on training programs and available employment. Customer feedback is instrumental to the program's success and continued funding opportunities. Follow-up staff is in continual contact with customers after employment is obtained to ensure success in employment. Suggestions, complaints, and praise are noted and evaluated for performance improvement and program updates and modifications. Customer feedback is also utilized to improve services, create convenience, improve delivery systems and identify employee training and process performance needs. Service features are modified, corrected, or improved to better meet customer needs.

The listening and learning methods are kept current with business needs and directions by utilization of in-house and third-party surveys, focus groups, hands-on evaluations, course and program (point of service) surveys, and business advisory groups. Communication between our agency and customers must remain of paramount importance. Personal contact is maintained each month

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with customers. Listening to their concerns is a key element in reviewing objectives and changes to make, the progress of training or job search, and obtaining feedback information to improve the program. A variety of indirect inputs offer additional perspectives on the needs of current and potential customers. In addition, the LWIA 1 Coordination Team conducts ongoing in service training to staff and a quarterly update meeting is held in each Career Center to ensure all staff is current on program initiatives and service changes.

The CCP customer-focused platform structure provides an efficient vehicle for generating repeat business and positive referral. The CCP establishes and maintains ongoing relationships with local industries by involving them in the development of new programs including them in ad hoc committees and encouraging active participation and contribution in these committees. Relationships are developed by actively pursuing partnerships with educational institutions, community organizations, Chambers of Commerce, and employer focus groups. Partnering with these agencies provides a virtually seamless delivery of services through development of strong alliances. As a result of these relationships, many customers have been acquired. Word of mouth from customers assists in facilitating the renewal of a new pool of customers. Maintaining personal contact with customers (old and new) results in confidence in the system and its services. The dissemination of information results in repeat business and the spread of positive information about services.

The CCP uses numerous methods to keep customers informed and allow them opportunities to seek assistance, provide feedback, or offer suggestions. Feedback received contributes valuable information for service development and improvement. Insights into changing customer requirements and knowledge of societal and environmental trends are the starting points for service and process innovations. Accessibility to staff, information, and materials is a key component in increasing the level of customer loyalty. The key access mechanisms for customers are personal one-on-one consultation with staff, surveys, letters, e-mails, telephone, and a formal follow-up process.

Complaints may be registered verbally to staff through one-on-one contact, monthly contacts or follow-up contacts, anonymously in suggestion boxes placed in strategic sites in each center, or through customer satisfaction surveys. The complaints are forwarded to the appropriate management staff to handle in an effective manner, usually within 24 hours. Follow-up includes personal contact by management staff and appropriate corrective action is taken.

The approaches to customer access and relationships are kept current with business needs and directions through the Executive Oversight Committee meetings to review program results, feedback, and benchmarks. These meetings build relationships and focus on any changes in the customer's needs. Furthermore, relationships and

access to information is kept current and active by the establishment of an Internet website with updated policies, training providers, information on each career center and governing boards, and e-mail addresses and toll-free numbers for career center contacts. Constantly researching current trends assists in maintaining a future forecast of needs and program directions.

The approaches to determining customer satisfaction and dissatisfaction are determined by personal contact, surveys, listening and responding to customer feedback, follow-up procedures and monitoring performance data. Survey instruments and measurement scales are used to ensure objectivity and validity during the processes of verifying customer satisfaction. The satisfaction measurement processes include analyzing key processes and services and defining performance and customer satisfaction standards for each. Survey instruments are updated periodically or as performance or new programs and services require. These methods provide valid and reliable feedback on customer expectations and on satisfaction with programs and services.

Prompt customer follow-up is obtained routinely through management reviews, Internet, e-mails, or visits to customers. Additional methods used to follow-up with customers, seek feedback, build relationships, and develop new ideas for programs and services are customer conferences, satisfaction surveys, follow-up telephone calls, and customer comment cards. Senior Leaders ensure that follow-up calls are made to customers when problems arise in order to verify that problems are resolved. With many programs and services, baseline customer service data and benchmarks, relative to competitors and industry, are predetermined and mandated. Survey instruments are modified periodically to stay abreast of changing customer satisfaction issues. Listening to customer's feedback and understanding the nature and reasons for both positive and negative experiences assists the CCP in planning and developing strategic and operational actions. Analyses of measuring techniques are critical to becoming more responsive to customers needs and in identifying new and creative ways to measure satisfaction.

For each CCP program within LWIA 1, many important facets determine the data and information to be collected. These include the following: 1) the overall mission of the CCP; 2) the needs of regional employers; 3) the needs of job seekers; 4) the types of services offered based on demand; 5) regional economic indicators; and 6) State and Federal guidelines. The information collected allows the CCPs to evaluate the performance of key processes, outputs and results as they relate to planned operational performance.

Within each CCP program, a team made up of management and staff collaboratively reviews data and information collected, methods of collection and results. Each team continuously verifies the alignment of the types of data collected with the overall mission of the NETWIB and the CCPs. The CCPs use the strengths and

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opportunities identified in team meetings to identify areas for improvement in measurement systems. In an effort to facilitate the successful alignment of the types of data being collected, Senior Leaders and the Local Workforce Investment Board meet regularly to review data and information. Suggestions for improvement are made. Staff is also given the opportunity to make suggestions regarding the types of data to be collected as they see changes in labor market demands and participant needs. These suggestions are reviewed by program teams and are often implemented into the collection of program data, ever mindful of the goal of improving organizational performance.

NETWIB GOAL ALIGNMENT CCP DATA COLLECTION TECHNIQUES	
1. personal interviews with each program participant	
2. employer interviews	
3. employer best practice meetings	
4. employer surveys	
5. mail-in customer satisfaction survey	
6. suggestion boxes	

CCPs utilize comparative data, such as the performance of other LWIAs and programs to evaluate performance and target areas for improvement. Comparative data is selected based on its potential for benchmarking, level of compatibility of LWIA 1 measures, potential benefit to participant outcomes, and relevance to CCP's processes. Comparative data utilized within the CCPs includes but is not limited to average income level upon placement, persons served with disabilities, credential rate, entered employment rate, and employment retention rate.

The use of standards and benchmarks is also a fundamental part of some programs within the system and provides an opportunity for improvement as additional programs incorporate benchmarking into their performance measurements. Standards provide broad descriptions of expected training grant outcomes and benchmarks provide more specific comparative indicators of success.

NETWIB and CCP Senior Leaders review and analyze data relative to the strategic initiatives set forth by the NETWIB and its CCPs. Performance indicators and comparative data are incorporated into our strategic planning process. Organization level analysis is communicated to the individual CCP staff during annual, unit, and administrative meetings. A Consortium, made up of partnering agencies, has developed and implemented a coordination team to report CCP service data and information. However, while many attempts are made to communicate organizational analyses on a regular basis, there exists such a large volume of data and information leaving it difficult to extract and disseminate relevant information to each of the Career Center Partner employees. This is the responsibility of individual Partner Senior Leaders.

Key performance measure results are widely dispersed in written and verbal forms and analyzed to achieve

continuous improvement within the LWIA. Program partners meet on a regular basis where key operational, procedural and financial information is disseminated. Reports are compiled and distributed on a regular basis to management, staff and board members. The NETWIB.com and NETCC.org websites provide a readily available comprehensive source of labor market information for customers, partners and employees. Each CCP program has a centralized information collection system that is readily available to staff, as needed. Data and information are also made available to CCP employees through staff training, mentoring, cross training, procedural manuals, resource manuals and memos.

Performance projections are based on continuous improvement and customer demands within the framework of each program. Long-term planning of performance is essential since continued resource allocations are tied directly to each program's performance. Shorter-term strategic performance is tracked and analyzed relative to individual staff, team, site, program, and measure on at least a monthly, quarterly and annual basis to ensure alignment and overall program success. Short-term measures are negotiated using historical and projection data and are based on improvement of previous year's standards. Performance is projected for "out years". Measures for the next planning cycle emphasize universal measurements across programs allowing for easier comparison data.

Action Plan Measurement System	
Job Seeker Satisfaction	Participant Earnings
Employer Satisfaction	Participant Diploma/Skills Rate
Participation Levels	Participant Literacy/Numeracy Rates
Funding Levels	Participant Entered Employment Rates
Fiscal Integrity	Participant Retention Rates
Organizational Effectiveness	Participant Employment and Credential Rates

Data is collected for our local area through the following sources; 1) DAK—a specialized computer accounting system that tracks programmatic expenditures; 2) eCMATS—a statewide computerized case management activity tracking system; 3) AB&T Access Participant Data Base; 4) TDOLWD labor market data bases and employment projection reports; 5) THEC statistical analysis of training service providers reports and online informational web sites; 6) WIA customer satisfaction reports, and; 7) USDOL labor market data bases and employment project reports. Sources one through six above provide AB&T with direct local participant, employer and area labor market information.

DolceVita (Department of Labor Consolidated Environment for Validation, Integration, Testing, and Analysis) can be used for data analysis as a result of collaborative work by TDOLWD, the University of Memphis, Sparks Bureau of Business and Economic Research, and the Applied Information Technology Center. A reporting system

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independent of federal software, DolceVita produces real-time, comprehensive reports that include all WIA participant records from the eCMATS databases. In general, labor market information contains unemployment rates, job creation data, and employment projections for the next ten years. Operational Data is received through center generated reports on a monthly basis and available for review and analysis each month.

Comparative WIA data utilized within AB&T includes average income level upon placement, persons served with disabilities, credential rate, entered employment rate, employment retention rate, diploma and skills attainment rates and literacy/numeracy rates. We specifically compare this data against the other 13 areas in the State of Tennessee. We benchmark against the average of the state in each of the base measures and standards. We also use the comparative data from the Tennessee Higher Education Commission to analyze the effectiveness of our training providers. Our local goals and standards are negotiated with the State on a year-to-year basis and the standards have been set consistently higher each year since the inception of the WIA and we have consistently met and exceeded these goals and standards.

The use of standards and benchmarks is also a fundamental part of the competitive employer based grants programs within AB&T and provides an opportunity for improvement within AB&T as more programs may incorporate benchmarking into their performance measurement. Standards provide broad descriptions of expected training grant outcomes and benchmarks provide more specific comparative indicators of success. Standards and benchmarks are established through the collaborative efforts of regional employers.

Organization level analysis is communicated to AB&T staff during annual, unit, and administrative meetings. A Consortium, made up of partnering agencies, has developed and implemented a coordination team to report AB&T service data and information. This has resulted in an opportunity for AB&T and CCPs improvement in the management of intellectual capital. Reports are generated from various programs to the AB&T Board and NETWIB on a bi-monthly basis for their review. When problems occur they are handled by Senior Management or if policies are involved, then NETWIB committees review and analyze the problem, make a recommendation to full board and new policies are operationally implemented. This in turn results in improved organizational performance.

LWIA 1 goals/objectives, service delivery strategies, operational design and performance feedback mechanisms are developed and evaluated by each of the area's stakeholder groups. Measures are inter-connected throughout the planning, service delivery and performance management systems to deploy the Baldrige philosophy and techniques throughout all organizational units.

LWIA 1 defines, controls, and continuously improves key processes that enable the agency to design and deliver high quality employment and training services to meet

current and future customer needs. Key requirements for each of the processes are identified through research and analysis of customer requirements. LWIA 1 serves a broad range of customers that include employers, both trained and untrained job seekers, employed workers who need additional skills to maintain a current job or to be able to advance in their current job, as well as at-risk high school students who need additional assistance to obtain their high school diploma and to prepare them for work or post secondary education. The NETWIB and the Career Center Partners track process measures and standards that link back to important outcome measures.

LWIA 1 partners determine key value creation processes by complying with all applicable State and Federal program purposes, goals, requirements, regulations and laws as well as local regulations, budget allocations, design of specific projects, and the target populations to be served. Value is enhanced through appropriate planning, organizational agility and efficiency, and partner coordination wherein the required number of customers to be served, as well as the anticipated needs of these customers are considered and effectively matched with the funding allocated to serve them. Value is also enhanced through extensive partner coordination and joint planning so that customers receive seamless services as determined by stakeholders and appropriate Governing Boards. Senior Leaders conduct an overview of local requirements and monthly, quarterly, and yearly performance and compliance data, as well as projected funding allocations. This information is utilized to formulate an enrollment and service delivery plan for each of the five individual Career Centers within the local area.

During all implementation processes, an in-depth analysis of each customer's specific needs is weighed against the program requirements and budget limitations to provide the highest quality services within budgetary and regulatory guidelines. Local workforce systems are coordinated with a host of other available programs and services to leverage funds and services for the employer. Value to the employer is created by providing high quality training to the employer and employee or prospective employee and adding, when appropriate, the additional training and services available from other agencies.

LWIA 1 demonstrates its commitment to quality improvement in process and service results through comparative goal attainment data. LWIA 1's organizational effectiveness is analyzed using a database approach to strategic planning, monitoring and analyses of in-house processes, and by tracking results of individual program standards. Increased usage and availability of labor market information from USDOL, TDOLWD, EMSI, the ETSU Skills Gap/Community Asset Mapping project, local cost benefit analysis of LWIA 1 training programs, and analysis of cycle time allow us to provide information to participant customers and predict outcomes.

Due to ever changing program priorities, LWIA 1 maintains process flexibility and agility which adheres both to the myriad of statutory, regulatory and policy objectives while

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ensuring the ability to rapidly respond to changing demands on a daily basis. Senior leaders in LWIA 1, including members of the Workforce Investment Board, AB&T management and staff, as well as the County Mayors and members of the AB&T Board of Directors, work together to ensure alignment of workforce system goals with the Baldrige criteria. In fact, in 2004, LWIA 1/AB&T was awarded Level 3 of the prestigious Tennessee Center for Performance Excellence award which is based upon the Baldrige system.

Data and information is made available and accessible to authorized personnel utilizing the established Local Area Network (LAN), Wide Area Network (WAN) and e-mail. Reliability of hardware and software is ensured through regular upgrades, downloaded service packs and patches. All servers have redundancy as we have tape back up, mirror servers and off site backup; therefore if one drive fails, a second one can be immediately initiated. Hardware and software are made secure through the use of the State of Tennessee's firewall. Data and information systems are kept current with business needs and directions through a continuous review of partnering needs at monthly Workforce Investment Board meetings.

To facilitate enhanced streamlined customer service and the transfer of agency knowledge, the CCPs have implemented a common initial intake form that coordinates eligibility and intake activities among partners. Security and confidentiality of CCP data and information is protected through the use of application passwords. Overall integrity, reliability, accuracy and timeliness are ensured through the external and internal monitoring of data and daily backups of centrally stored data. Data and information integrity is ensured through the backup of participant information. The timeliness of data and information is ensured through state and federal reporting guidelines and internal requests made by management. Data and information reliability are made possible through the continued awareness of new and emerging rules and regulations that are dispersed within a timely manner to staff by memo, e-mail and staff meetings.

Key performance measure results are widely dispersed in written and verbal forms and analyzed to achieve continuous improvement within the CCPs. Program partners meet on a regular basis where key operational, procedural and financial information is disseminated. Reports are compiled and distributed to management, staff and board members. The CCP website provides a readily available comprehensive source of labor market information for customers, partners and employees. Each CCP program has a centralized information collection system that is readily available to staff, as needed. Data and information are also made available to CCP employees through staff training, mentoring, cross training, procedural manuals, resource manuals and memos.

Security and confidentiality of CCP data and information is protected through the use of application passwords. Overall integrity, reliability, accuracy and timeliness are ensured through the external and internal monitoring of

data and daily backups of centrally stored data. Data and information integrity is ensured through the backup of participant information. The timeliness of data and information is ensured through state and federal reporting guidelines and internal requests made by management. Data and information reliability are made possible through the continued awareness of new and emerging rules and regulations that are dispersed within a timely manner to staff by memo, e-mail and staff meetings.

V. Workforce Focus

The Career Center system, a proud member of the American Job Center network, utilizes internal, inter-agency and inter-departmental collaboration and cooperation to achieve its performance goals, ensure customer satisfaction, and promote organizational growth and sustainability. Collaboration is achieved through the use of inter-agency teams and partnerships. Departments participate in ongoing, regular staff communication sessions to evaluate progress toward attaining goals and to develop recommendations for implementing system changes which will result in higher performance levels. Employees serve as members of teams which are responsible for securing additional resources, developing policies and procedures, designing service delivery processes and customer feedback mechanisms, coordinating services among partnering entities, and ensuring efficiency and effectiveness while reducing duplication of effort. Employees are provided ongoing training and information empowering them to make decisions concerning customer service options at the front line. Employees have access to the Internet and receive regular management briefings on potential environmental changes which affect funding levels and changing stakeholder priorities. Employees have years of service and experience along with formal cross-training opportunities to ensure organizational alignment. Staff training effectiveness is readily assessed through the use of stringent performance measures issued quarterly.

Internal and inter-agency teams provide the opportunity for employees to share best practices, to solicit opinions from all employee levels and to provide input into delivery design. Jobs are posted internally to provide current staff the opportunity for lateral moves or promotions.

Continual communication occurs across the work systems in different locations by regular meetings of partner-led coordination teams, internal and external e-mail, staff meetings, memos, in-service training, and opportunities to attend local, state and national skill development workshops. These knowledge assets are then shared and incorporated into organizational operations.

LWIA 1 was proactive in its implementation of the Workforce Investment Act, creating Career Center Design Teams which were composed of front line staff as well as senior leaders representing partnering entities. These teams were charged with the responsibility of identifying the services to be provided, customer flow and seamless

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service delivery systems, facility design and layout, resources required and adoption of customer centered value systems. By empowering those individuals who would actually work in the Centers, a supportive workforce environment was attainable.

The Career Center utilizes internal, inter-agency and inter-departmental collaboration and cooperation to achieve its performance goals, ensure customer satisfaction, and promote organizational growth and sustainability. Collaboration is achieved through the use of inter-agency teams and partnerships. Departments participate in ongoing, regular staff communication sessions to evaluate progress toward attaining goals and to develop recommendations for implementing system changes which will result in higher performance levels. Employees are provided ongoing training and information empowering them to make decisions concerning customer service options at the front line. Employees have years of service and experience along with cross-training opportunities to ensure organizational alignment.

The performance evaluation process includes an employee performance agreement with an evaluation rating. This ensures that employees understand what is expected and their benchmarks. A ranking and rating of Critical Performance Dimensions and Critical Work Activities are established for each position and employee. This system encourages ongoing dialog between employees and supervisors and includes employee development and training recommendations.

Employees' diverse formal and informal training has enabled the organization to continually adapt to change. Commitment to professional competencies is a part of the state's Code of Professional Ethics and Practices. Diversity of funding/programs requires employees to be flexible and innovative in service delivery. Technical knowledge required in separate areas necessitates an individual approach to education and training. Professional development and experience are utilized in job placement, responsibilities and duties enabling strengths to be a key factor in achieving performance measures.

New employees receive a one-on-one orientation that includes sexual harassment training, diversity training, EO, EEO, drug-free workplace, standard of conduct, labor market and ADA information. An employee handbook is distributed at this time. Local Board policies and the Professional Code of Ethics are reviewed. Training needs are addressed during annual evaluations for permanent State employees only; however, employees or supervisors may request additional training at any time. This allows the organization's plans and the employee's goals to be aligned. Staff meetings offer opportunities to review and exchange information. The meetings end with any action items or assignments which are distributed to all personnel.

CCP Management recognizes employees as knowledge assets and incorporates their expertise to provide in-house trainings. Knowledge sharing examples are e-CMATS, computer technology, policy interpretation, development of

Procedures Manuals, and labor market information. Employees are flexible and do both internal and external training sessions. To disseminate information, handbooks are available on the website. Staff training is received from a wide array of providers: federal, state and locally sponsored trainings and seminars; professional organization sponsors: SETA, NAWDP, NAJA, NAWB, etc; In-house (staff and partners): computer based, knowledge sharing, self-directed and mentoring. Employees have participated in a vast array of trainings. Examples include leadership, supervision, time management, customer service, counseling techniques, business ethics, EO, harassment and consumer education, financial issues and computer management information training.

Outside/inside trainings are a vital method of expanding staff knowledge and incorporating new practices. While each individual training curriculum is critiqued, the need for a formal method of evaluation of education and training events that is uniform in style has been recognized and would provide a permanent record of the value of various trainings. Staff is expert when deciding which trainings best meet the Career Center's needs. The effectiveness of staff training is measured through mandated performance standards, annual evaluations, customer satisfaction surveys, monitoring and audits. Due to the high level of cross training and the Career Center's team approach, most positions can be covered with very little notice should an employee require time away from the office in an emergency situation.

Senior Leaders encourage personnel to discuss any issues of concern, areas for improvement and implementation suggestions. Security systems, well-lit parking lots, ergonomically correct equipment on request, accessible facilities, and non-smoking and drug-free environments are overseen by the Safety Leader. Evacuation, bomb/terrorist threat procedures and emergency medical procedures are posted in each workplace. Evacuation drills are randomly practiced. Incident Report Checklists and supporting documentation is available at each Career Center for Worker's Compensation coverage. Services can be coordinated to other facilities as circumstances necessitate ensuring no break in customer services occurs.

Employees may report to the Career Center nearest their home during inclement weather or other emergency situations.

Employees' well-being is reflected in the organization's low turnover rate and above average employee longevity. No employee grievances have been filed in the past five years. The Career Center is in full compliance with all EO and EEO policies as reflected in the annual audit. Through this TNCPE application process, the Career Center and its partnering agencies have identified the use of employee satisfaction surveys as an area of need. A team has been formed to develop and implement use of the employee satisfaction surveys.

Staff works closely to become familiar with all positions to understand the accountability and responsibility that comes with employment. Employees' diverse formal and informal training has enabled the organization to continually adapt

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to change. Commitment to professional competencies is a part of the Code of Professional Ethics and Practices. Diversity of funding/programs requires employees to be flexible and innovative in service delivery. Technical knowledge required in separate areas necessitates an individual approach to education and training. Professional development and experience are utilized in job placement, responsibilities and duties enabling strengths to be a key factor in achieving performance measures.

Staff longevity avoids the necessity of repetitive training and allows for a wider range of skill competencies. Specialized trainings allow opportunities to expand the range of operations, i.e. grant writing training enabled a new team to be formed. Resulting grants provided training in areas that will benefit customers.

Through this TNCPE application process, the Career Center and its partnering agencies have identified the use of employee satisfaction surveys as an area of need. A team has been formed to develop and implement use of the employee satisfaction surveys.

TDOLWD recently announced that there will be Career Center closures across the State along with a reduction in Wagner-Peyser staff. LWIA 1 Wagner-Peyser staff will no longer be located in two of our Career Centers which poses both logistical and programmatic challenges.

At the same time, the State of Tennessee is adopting the philosophies around functional alignment within the Career Center system. A Functional Alignment Design Team (FADT), comprised of SLT of the Career Center Consortium, has begun the process for the design and implementation of a function-oriented, streamlined Career Center service strategy.

The comprehensive Career Center in Northeast Tennessee will continue to be located in Johnson City. The affiliate Career Center in Kingsport will continue to offer services with TDOLWD and WIA staff. Career Center services in Mountain City and in Elizabethton will remain with services being provided by WIA staff only. The Bristol Career Center will be closed.

The Functional Alignment Design Team (FADT) continues to meet to outline the framework for functional alignment of Career Center services in Northeast Tennessee. In Johnson City, the FADT is working toward the provision of a single customer flow model based on customer need, not program requirements and is evaluating space utilization and possible re-configurations. Center staff is participating in a functional alignment webinar series to help ensure that all staff understands the basics of functional alignment. Information from the TDOLWD Promising Practices Conference has also been shared with front line staff. The FADT will, according to State guidelines and instructions, develop and implement functional units aligned around an integrated customer pool and a clearly defined service delivery process that does not emphasize program eligibility and participation.

The FADT will define and incorporate the philosophies of the Welcome, Skills/Career Development and Business Services Teams to efficiently organize staff and facilitate services based on customer need. Initial entry into the comprehensive Career Center will determine the best set of services for each individual job seeker based on a "triage" approach.

Universal center services will continue to include, but not be limited to:

- Resource Room services
- Access to Jobs4TN
- Internet access for employment and training information sites and opportunities
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs
- Access to workshops that are designed to help the customers successfully obtain and retain employment
- Job search, placement assistance, and career counseling
- Labor market information - local, regional, and national
- Information on eligible training providers including performance and cost information
- Information on the availability of supportive services and referral to such services
- Information on programs such as filing for unemployment compensation and other training and education programs including financial aid

The FADT is reviewing options to re-configure the affiliate Career Center in Kingsport to best allow for the provision of an expanded menu of services. TDOLWD and WIA staff will remain in the Kingsport location.

The affiliate Career Center in Mountain City will continue to provide universal Career Center services in addition to WIA services. A service delivery plan and location options are currently under review. Mountain City, located in remote Johnson County, is outside of normal commuting patterns in LWIA 1. Job seekers have limited access to computers, internet and broad band and other basic career center services.

The affiliate Career Center in Elizabethton is part of the expansive Workforce Development Complex that includes Northeast State Community College, Tennessee Technology Center, Adult Education, ECD, and Families First. The Administrative Offices for LWIA 1 are also located in this Complex. WIA and universal services will continue to be provided in this Carter County location. A detailed service delivery plan is being developed.

The Career Center in Bristol will be closed. Services will be provided through the other Sullivan County location in Kingsport. Additional outreach and community awareness of services will be needed, especially in centers where Wagner-Peyser staff will no longer be located. The use of technology will play a critical role in ensuring the provision of needed services.

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DRS is strongly committed to having a VR representative at the comprehensive Career Center. The benefits for both VR Counselor and client of co-location at the Career Center includes: good labor market information, career exploration tools and information, access to area employers and hiring events, solutions to vocational barriers use of career center resources such as the computer lab. The VR Counselor housed at the comprehensive Career Center coordinates and facilitates career center use for individuals with disabilities:

- notifying other area VR counselors of area employers hiring through the Career Center
- conducting Career Center orientation for VR clients
- assisting VR clients in registering with DOL and utilizing career assessment tools such as the Career Scope
- scheduling use of the Career Center for career exploration classes and job readiness classes

The Rehabilitation Act, as amended, requires public hearings to be conducted on the proposed State Plans for the Division of Rehabilitation Services (DRS).

VI. Process Management

LWIA 1 and the Career Center Partners determine work process design by first complying with all applicable State and Federal regulations and laws as well as local regulations, budget allocations, design of specific projects, and the target populations to be served. The design is enhanced through appropriate planning, wherein the required number of customers to be served. The anticipated needs of these customers is considered and compared with the funding allocated to serve them. During all implementation processes, an in-depth analysis of each customer's specific needs is weighed against the program requirements and budget limitations to provide the highest quality services within budgetary and regulatory guidelines. Lead Career Specialists and Senior Leaders conduct an overview of local requirements, monthly and yearly performance and compliance data and projected funding allocations and utilize this information to formulate an enrollment and service delivery plan for the LWIA as a whole and for individual Career Centers within LWIA 1 and the CCPs.

CCPs have designed processes to meet all key requirements and to most effectively and efficiently serve customers. Customers are provided an orientation of all available CCP services and customers can be instantly referred to the appropriate agency best able to address their needs. Career Centers are equipped with state of the art technology available to all customers (i.e., internet access, and resource libraries) and all facilities are accessible to persons with disabilities. CCP are encouraged to make internal and external referrals to effectively and efficiently meet the customers' needs. Cycle time is kept to a minimum within mandated government guidelines and customer requirements and needs are always paramount. Productivity is constantly monitored and measured by factors such as number of customers,

number of customers placed in employment, number of persons retained on their jobs, and the cost efficiency of the process. Customer satisfaction is measured and conducted through impartial third-party follow-up.

LWIA 1 and the CCPs minimize overall costs associated with inspections, tests, and process and performance reviews by internal monitoring of all programs. Customer files are securely maintained. All staff receives training on Federal, State and local regulations in regularly scheduled staff meetings and each staff member is briefed on potential problem areas as a preventive measure. Outcome measures include ensuring compliance with all Federal and State regulations, positive feedback from internal and independent monitors and auditors, as well as meeting performance measures, deadlines, and agency budget constraints.

Staff is constantly updated with new information, new processes or process changes. Staff meetings are regularly scheduled to disseminate new information and share improvements with other organizational units. E-mail or other methods of communication are used when information needs to be communicated more quickly. LWIA 1 and the CCPs fully supports staff training and, in addition to internal training, provides employee training through technical assistance as well as through pertinent conferences, seminars, workshops, job-specific courses, and formal courses. Process manuals are also provided and are kept current.

Services and program design are customized to meet the specific needs of the customers in LWIA 1 and the CCPs. Key performance measurements utilized by LWIA 1 and the CCPs incorporate the system's key strategic objectives of development, support and continuous improvement of the system and promotion of lifelong learning opportunities that enhance skill development. An enrollment plan, performance measure requirements, and budget are developed upon receipt of funding allocations. Constant input from partner agencies, funding levels, performance measures and tracking are used in the development of the Local Plan and to modify the Local Plan and services, as needed. This input is derived through NETWIB meetings, area-wide informational meetings, local and state staff training, Consortium meetings, special Coordination Teams, etc. Technology is improved as funding and new technology and services become available. Efficiency in training and placement are critical factors and are subject to constant review to continuously improve processes and results.

Management of processes is keyed to external Federal, State and locally imposed regulations, requirements and key performance measures. LWIA 1 must adhere to these guidelines and meet key performance measures to continue to operate and receive funding. Within these parameters, CCPs strive to provide customers with accessible high quality services through customer choice that result in high customer satisfaction rates as well as meeting and exceeding all key performance measures. Key management processes are those processes that enable us to meet both program requirements and customer needs

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successfully and efficiently. These key management processes are Administration, Human Resources, Finance, Information Systems, Marketing/ Public Relations, and Operations. Due to ever changing program priorities, the CCPs must be extremely agile and maintain the ability to rapidly respond to changing demands on a daily basis.

Management and improvement of key organizational work processes incorporate input from the State and Federal Government, local Boards and internal and external customers and partners. The key requirement for these processes is that they must better enable us to meet required, as well as desired outcomes related to regulations, key performance measures, and customer satisfaction. They must also support the CCPs' values. Meetings of the Coordination Team provide the opportunity to coordinate and enhance all customer services. This Coordination Team and partner cross-training have been recognized by the State as a Best Practice and has now been replicated in other areas. Partner Resource Training Manuals were a result of this team and provide the information needed for all partners to make internal and external referrals to the appropriate agency to effectively and efficiently meet the customers' needs. The CCPs have created an excellent example of a "one stop" approach with a "no wrong door" philosophy to serve our customers in Northeast Tennessee that has received state and national attention and has been used as a benchmark for other regions of the state and country.

The NETWIB analyzes the final results of training programs using the negotiated performance standards and an annual report card that specifies the results on each school and each approved program on the eligible training provider list. When programs are not performing in a manner that is acceptable, then corrective actions are taken as appropriate to the situation. Results of monitoring and performance are reported to the NETWIB for local oversight. This information is then used to continuously improve our services to customers and to obtain the best possible return on investment of resources. Efficiency in training and placement are critical factors and are subject to constant review to continuously improve processes and subsequent results.

During all implementation processes, an analysis of each customer's specific needs is weighed against the program requirements and budget limitations to provide the highest quality services within budgetary and regulatory guidelines. Employers come to CCPs with a need and based on that need training services are aligned in accordance with administrative and programmatic requirements. Programs are coordinated with a host of other available programs and services to leverage funds and services for the employer. Value to the employer is created by providing high quality training to the employer and employee or prospective employee and adding, when appropriate, the additional training and services available from other agencies. There are specific measurable qualitative and quantitative goals and outcomes for each CCP program. In some programs there are local decision-making and program design requirements. These goals and outcomes are

determined by the NETWIB and other Governing Boards and approved at the State level. In general, our primary customer is the employer and our goal is to supply the employer with the appropriate employee. Our secondary customer is the participant who needs to go to work and earn a self-sufficient wage and may or may not need additional training. CCPs also serve as key players in economic development and seek to recruit and provide training that will enhance and create value to the employer, the potential employees we serve, and to the entire economic region.

Internal processes are designed to meet all the key requirements of the various partnering agencies. The services they provide are data and fact driven. In addition to employees being organized into formal units with specific purposes, groups of employees with certain areas of experience and expertise are also organized into teams that cover each key requirement of the agency and the processes associated with each. Organizational knowledge of employees is relied on heavily in this work system for the design of new processes or process improvements. New technology such as new computer systems, programs, and software is also incorporated whenever necessary to meet any of the key requirements of the agency. Work approaches are used to systematically pursue ever-higher levels of overall individual and organizational performance. Processes are designed and refined on a continuous basis in response to problems, system changes, to increase productivity and efficiency, or to control costs. New processes are designed in response to individual needs and are reviewed at selected intervals to ensure that the process is still effective. Cycle time within the agency would apply to the time required to fulfill a commitment to a customer or to complete any task. Cycle time improvements include streamlining the process to get a customer oriented, assessed, determined eligible, and registered to begin receiving agency services. This process was modified to combine some appointments resulting in reduced cycle time, higher customer satisfaction, and higher productivity. This approach results in improved efficiency of the use of all agency resources resulting in improved service to customers.

An internal system and database have also been designed and implemented internally to track these key performance measures. This also offers a checks and balance system in the validation of the state CMATS database. The key performance measures can then be reviewed monthly and the results are used for control and improvement of support processes. Process designs and/or needed process changes can be implemented quickly when needed due to this system which includes a series of checks and balances. The internal tracking process also enables the agency to check State data and request corrections when needed. The day-to-day operation and management of all key support processes helps ensure that the agency meets and exceeds key performance requirements. Implementation of this internal tracking process was key in meeting all performance measures and earning additional resources in the form of incentive money. (Please refer to the Process Management Chart in the Result section.)

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All customer input is used to help manage the key agency processes. Customer input is used to develop and implement processes to increase customer satisfaction. An example would be a customer complaint against a training provider. The complaint would be investigated. Other customers receiving training from that source would be interviewed. If the training is determined to be ineffective, etc, they could be removed from the eligible training provider list. Partner input is also solicited in the design or improvement of any processes that would affect that agency or its customers.

Overall costs are minimized in numerous ways. Ethical, accountable governance and leadership play a key role. Resources are deployed in the most effective method possible. Employees are reassigned as workloads in the Centers change. This is most often due to a mass layoff or plant closure in an area that increases activity in one or more Career Centers. CCPs reallocate staff and other resources as needed to meet customer and community needs. Internal monitoring of all programs is conducted on an ongoing basis to identify and correct any mistakes or findings. Continuous training of staff and an internal process designed to check all paperwork prior to data entry also reduces errors resulting in reduced rework and a more efficient method to correct any rework. All State and Federal rules of competitive procurement are also followed. AB&T also contracts with an independent audit firm to further safeguard available financial resources allocated to LWIA 1.

Support processes are continuously improved to achieve better performance, to reduce variability, and to keep all processes current with agency needs and directions. All processes are reviewed on a regular basis. Operational staff are empowered to try new approaches and encouraged to make suggestions for process improvements. A team approach is then implemented to redesign or improve the process. Process improvements are shared with other organizational units in a variety of ways. Process teams usually include a member from each organizational unit. Other ways that process improvements are shared include agency meetings, department staff meetings, operational directives, interoffice memos, and email. Formal process manuals are also provided and kept current by adding any new information.

VII. Results

CCPs utilize internal, inter-agency and inter-departmental collaboration and cooperation to achieve ensure customer satisfaction, promote organizational growth and sustainability and achieve performance indicators. Collaboration is achieved through the use of inter-agency teams and partnerships. Representatives from partnering entities regularly participate in cross training seminars and workshops facilitated by internal team members and by external subject matter experts. Departments participate in ongoing, regularly scheduled staff communication sessions to evaluate progress toward attaining goals and to develop

recommendations for implementing system changes which will result in higher performance levels. Employees are provided ongoing training and data empowering them to make decisions concerning customer service options at the front line. They have years of service and experience along with cross-training opportunities to ensure organizational alignment.

Request for comments of the modifications to this plan are solicited in area newspapers and on the NETWIB website and before NETWIB final approval. Advertisements are made in local newspapers of locations to review the modification document. All public comments become part of this plan.

The following chart illustrates the increased complexity of governing bodies affiliated with the CCP and the integration of career system services. The number of communities and individuals being served has grown exponentially to include individuals with disabilities, welfare recipients, employed workers, and an expanded employer base, including health care and IT employers.



Key performance and customer satisfaction data is utilized and analyzed by LWIA 1 and the CCPs incorporate the system's key strategic objectives of development, support and continuous improvement of the system and promotion of lifelong learning opportunities that enhance skill development. The following are examples of data analyzed by SLT to ensure customer satisfaction, and promote organizational growth and sustainability.

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Return On Investment: Every \$1 invested in on-the-job training and skills training returned, in wages only, \$9.81 back into our local economy

WIA participant wages exceeded \$6.2 M for Program Year ending 6/30/12

What customers are saying about Pre-Vocational Services:

- ◆ "The positive environment of Career Adventure workshop & the instructor builds my confidence and makes me eager to further myself in my career interest."
- ◆ "This Resume class was useful, relevant & absolutely great!"
- ◆ "The Job Search class was inspiring and informative."
- ◆ "Career Adventure was a great learning experience."
- ◆ "Career Ready 101 was a very good class and was much needed."
- ◆ "The Computer 101 Instructor was very informative and explained a lot. I really enjoyed this class."
- ◆ "The presenter for the Interviewing workshop was very knowledgeable of the information and gave excellent examples."

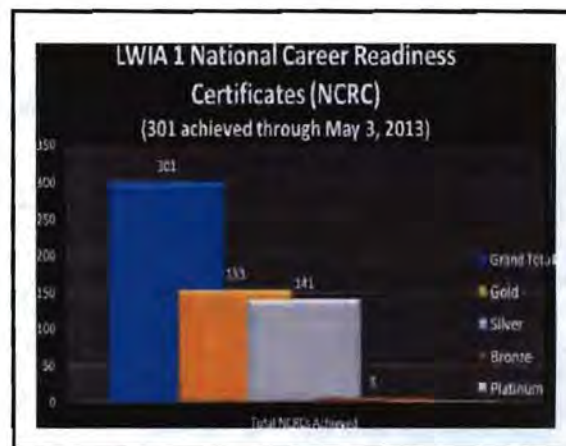
Pre-Vocational Customer Satisfaction Results	
Rating	Percentage
Excellent	80%
Good	12%
Satisfactory	6%
Needs Improvement	2%
Poor	0%

**2012 Negotiated Common Measures
Performance Levels Chart**

Performance Metric	PY11 Local Negotiated Targets	PY12 Local Negotiated Targets	PY 12 State Performance Targets
Adult			
Entered Employment	76%	88.4%	81%
Employment Retention	84%	90%	88.6%
Average Earnings	\$11,500	\$13,800	\$15,711
Dislocated Worker			
Entered Employment	80%	91.6%	88%
Employment Retention	85%	90%	92.2%
Average Earnings	\$12,500	\$15,000	\$15,000
Youth			
Placement	61%	75.5%	75.5%
Attainment	63%	78%	75%
Literacy/Numeracy	40%	55%	48%

Performance Report for Program Year 2012 4th Quarter

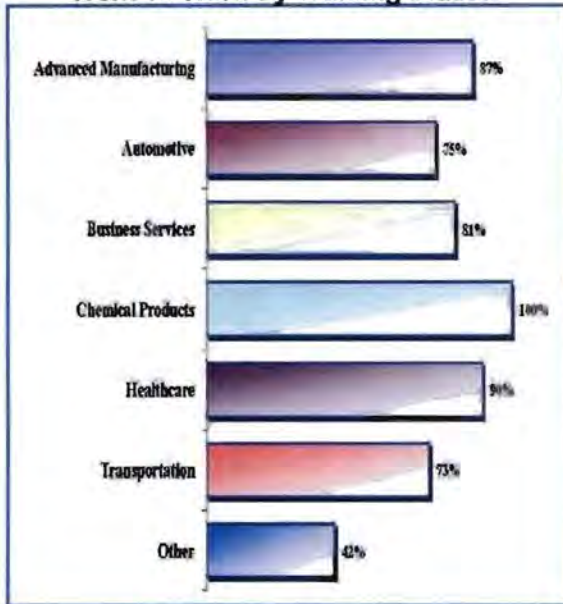
Performance Item	Goal	Current Quarter Actual	% of Goal	Cumulative Quarter Actual	% of Goal
Youth Placement in Employment or Education 10/01/2010 - 09/30/2011	61%	79.0%	130%	79.1%	130%
Youth Attainment of Degree or Certification 10/01/2010 - 09/30/2011	63%	93.4%	148%	92.8%	147%
Youth Literacy or Numeracy Gains 07/01/2011 - 06/30/2012	40%	N/A	N/A	84.0%	210%
Youth Diploma or Equivalence Rate 04/01/2011 - 03/31/2012	N/A	N/A	N/A	87.7%	N/A
Youth Skill Attainment Rate 04/01/2009 - 03/31/2010	N/A	N/A	N/A	N/A	N/A
Entered Employment Rate 10/01/2010 - 09/30/2011					
Adult	76.0%	85.7%	113%	93.3%	123%
Dislocated Worker	80.0%	87.1%	109%	94.1%	118%
Youth (19 - 21)	N/A	100.0%	N/A	73.3%	N/A
Employment and Credential 10/01/2010 - 09/30/2011					
Adult	N/A	90.2%	N/A	89.9%	N/A
Dislocated Worker	N/A	86.2%	N/A	87.5%	N/A
Youth (19 - 21)	N/A	83.3%	N/A	70.0%	N/A
Retention Rate 04/01/2010 - 03/31/2011					
Adult	84.0%	84.2%	100%	89.7%	107%
Dislocated Worker	85.0%	93.6%	110%	96.1%	113%
Youth (19 - 21)	N/A	100%	N/A	77.8%	N/A
Youth (14 - 18)	N/A	70.0%	N/A	65.0%	N/A
Average Earnings (Adult/DW) or Earnings Increase (OY) 04/01/2010 - 03/31/2011					
Adult	\$11,500	\$14,393	125%	\$14,690	128%
Dislocated Worker	\$12,500	\$16,755	134%	\$16,254	130%
Youth (19 - 21)	N/A	N/A	N/A	\$6,292	N/A



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Training under WIA is procured through the Individual Training Account (ITA) process. The NETWIB provides continuous improvement of the training process effectiveness through a "report card" viewed annually of the training providers and each of their training services. The following are examples of some of the report card information provided to the NETWIB.

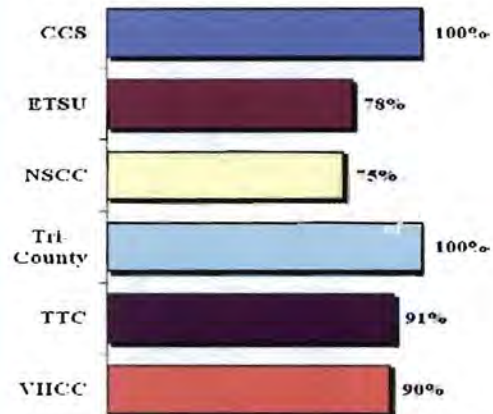
**Number of WIA Participants That
Went To Work By Training Cluster**



Training and Employment Comparative Information

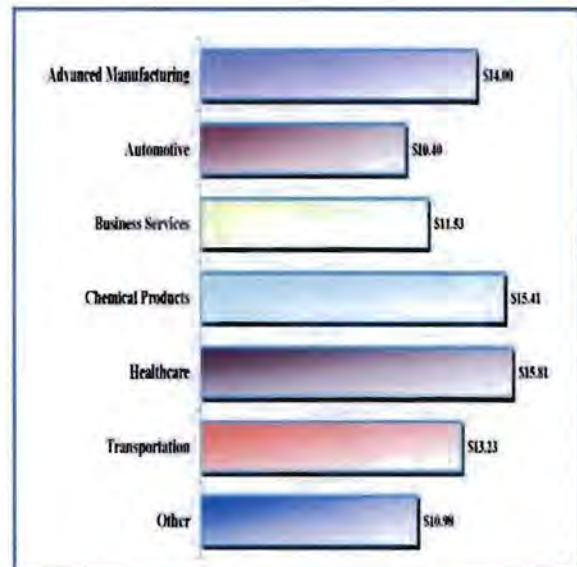
July 1, 2011 to June 30, 2012

% of Participants Who Completed Training



This chart is based on those participants who have EXITED the program and excludes those currently attending a training institution. Please note that, in some categories, the percent of individuals who entered employment may be greater than the number shown as having completed the training. This may be the result of individuals finding a job prior to completing their training.

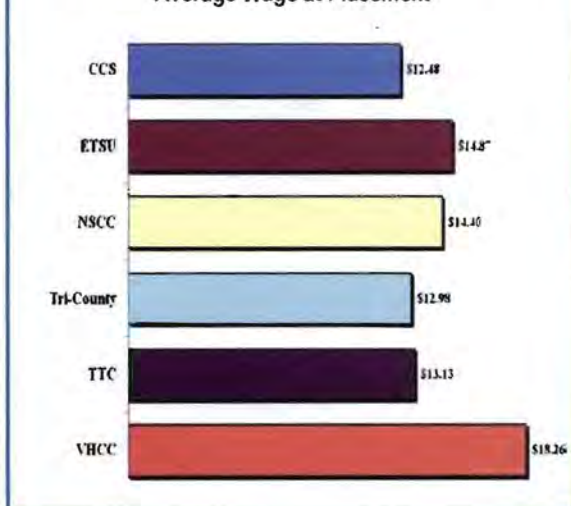
Average Wage at Placement For WIA Participants



Training and Employment Comparative Information

July 1, 2011 to June 30, 2012

Average Wage at Placement



All providers of training services are required to meet minimum performance measures established by the Governor and his State Workforce Investment Board. The procedures for providers to remain in good standing include a review of program-specific performance and cost information, as well as a requirement to annually meet performance levels established by the Governor and his State WIB. As a part of the continuous improvement process, information collected will be combined in a consumer report card.

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To remain eligible to receive WIA funds, a provider must submit to the Local Workforce Board verifiable program-specific performance information on all individuals participating in each individual training offering. This data is verified with WIA staff follow-up and recorded in eCMATS. The following data is tracked and analyzed.

- Training program completion rates
- Placement rates in area of training
- Entry wage data
- Percentage of individuals placed in unsubsidized employment
- Rate of retention
- Average Earnings for six month period
- Program cost information (including tuition, fees, books, tools, etc.)

A training provider must deliver results and provide accurate information in order to retain its status as an eligible provider. Should the provider fail to meet the established performance levels, it will be removed from the Eligible Training Provider List. To ensure that providers deliver quality training services and maintain high standards of performance, programs will undergo regular monitoring to verify the number of enrollees, training completions and rates of placement. The NETWIB will oversee this process.

Integration of funding streams to enhance responsible, competitive, and integrated systems based on coordinated partnerships and non-duplication of services is a major objective for LWIA 1. Public and private funding streams are fully coordinated through guidance, input and oversight provided by the NETWIB Planning and Administration Committee and through the work of the LWIA 1 Coordination Team and Career Center Consortium.



"I am thankful for all that you did for me while I was in the AB&T program at Northeast State. I've been working at Domtar since October 8th and everything is going great! I know how difficult it is to get a job there and I attribute a great deal of my success to all that you and AB&T have done"

- Kristen A

"thankful to AB&T, the Senior Community Services Employment Program...for the assistance I received to attain a permanent part-time job."

-SCSEP Participant

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Internal and inter-agency teams provide the opportunity for employees to share best practices, to solicit opinions from all employee levels and to provide input into delivery design. Staff meetings promote feedback and information sharing. Employee recruitment/selection systems utilize a regional approach including, but not limited to, networking with partnering agencies, area newspapers, and employee referral. This ensures that the system reflects the diversity of LWIA 1's demographic makeup.

Continual communication occurs across the work systems in different locations by regular meetings of partner-led coordination teams, internal and external e-mail, staff meetings, memos, in-service training, and opportunities to attend local, state and national skill development workshops.

The Career Center values its employees, emphasizes continuous learning and skill attainment for all staff and ensures that its employees are provided the tools and appropriate work environments necessary to achieve performance goals. The SLT works closely with all programmatic and operational units in the Career Center's many boards. This commitment is integrated in the formal H.R. system through mutual participation between managers and individual employees in the identification of critical work activities and critical job dimensions which form the basis for formal job descriptions. This results in a formal employee performance agreement that communicates organizational goals and outlines the role that each employee plays in the high performance goal achievement strategies. This process helps to ensure that employees are provided the tools and appropriate work environments necessary to achieve performance goals. This process helps to ensure that employees at all organizational levels understand that they are the system's most important assets. Staff longevity avoids the necessity of repetitive training and allows for a wider range of skill competencies. Specialized trainings allow opportunities to expand the range of operations.

VR has historically based its personnel standards for counselors on the degree required for the national Certified Rehabilitation Counselor. This is a master's degree in rehabilitation counseling or a closely related field, as defined by the Commission on Rehabilitation Counselor Certification (CRCC). In DRS Region 1, of 20 professional counselors and frontline supervisors 70% hold a masters degree in rehabilitation counseling. The statewide average is 42%.

As has been cited in previous sections, LWIA 1 established a partner Coordination Team which was charged with meeting regularly to discuss critical issues, policy changes, and system challenges. LWIA 1 has reconvened this team in regular "partner BYOL" lunch opportunities to strengthen relationships which may have changed as a result of resource shortages during the current fiscal year.

Consortium leaders, as well as front line staff, are encouraged to commit to a service oriented, non-territorial culture to ensure improving customer satisfaction.

However, recent staffing reductions and funding cutbacks among partnering entities will remain a key factor in determining CCP success. Now, more than ever, organizational agility is critical.

Memoranda of Understanding (MOUs) have been executed. These MOUs specifically outline service strategies to be provided by each workforce partner and include detailed process and system flow specifications that guide service delivery and staff assignment. In addition to narrative MOU information, each partner executes a Resource Sharing Agreement which provides the fiscal control and auditable documentation and outlines cost allocation plans agreed to by each cognizant agency.

100% of the members of the WIB and Administrative Entity staff have signed A Code of Ethics and Conflict of Interest document. Each year, the system is reviewed by internal quality assurance staff and corrective actions are taken to ensure strict compliance to all applicable laws and regulations appropriate to each funding and service delivery stakeholder, including external partners and employers. Moreover, the system is audited as required by each contract, by a local independent CPA firm, the Comptroller of the State of Tennessee, the Finance and Administration unit of the TDOLWD, auditors and program monitors from appropriate federal agencies including the USDOL, USDoe and the USDHHS. The system has experienced no material findings. This record of ethical and competent management has contributed to the organization's exceptional level of grant awards from both private and public funding sources. Finally, the NETWIB meets regularly to review program and fiscal information and the AB&T Board of Directors meets at least quarterly to review critical fiscal and service performance data. No adverse sanctions or actions under the laws, regulations or contracts administered by the system have occurred.

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PROCESS MANAGEMENT CHART					
Process Type	#/ year	Frequency of Data Review	Comments/Back Up Data	Source	Analysis Complete
Annual Expenditures/ Budget	1	Annual	Financial Records and Annual Reports	Finance	In process
Expenditure Rates	4	Quarterly	Financial Records	Finance	In process
Monitoring/Data Validation	2	Semi- Annual	Monitoring Reports	Finance	In process
Audit of AB&T and WIB funds	1	Annual	Conducted by Blackburn, Childress and Steagall	Finance	In process
MIS Processes: TA error rate & State Reconciliation	4	Quarterly	Monitoring, State Records, and AB&T MIS system and eCMATS	MIS	In process
Employee Longevity	1		Personnel Records	Each Agency	In process
Employee Training Feedback	Each training	As needed	Employee Surveys	Admin	In process
WIB Committee attendance/ meeting satisfaction	6	Bi-monthly	Surveys	Admin	In process
Unemployment Rates	4	Quarterly	USDOL TDOLWD	State	In process
Job Creation	4	Quarterly	USDOL TDOLWD	State	In process
Jobs Projected	4	Quarterly	USDOL TDOLWD	State	In process
Skills Gaps	As needed	As needed	Employer Surveys	various	In process
Participant Cycle Time by Program	1	Annual	AB&T MIS System	MIS	In process
Training Cost/Wage	1	Annual	AB&T MIS System	MIS	In process
Employer Satisfaction	4	Quarterly	Employer Surveys	Planning	In process
Trainees/Employee Satisfaction	4	Quarterly	Employee Surveys	Planning	In process
Customer Satisfaction	4	Quarterly	Univ. of Memphis Customer Satisfaction Surveys	Univ. of Memphis	In process
Intake—Plan vs. goal/program	12	Monthly	Internal Monthly Reports & MIS & eCMATS Records	Operations	In process
Intake—Career Specialists' Case Loads	4	Quarterly	Internal Monthly Reports and AB&T MIS Records	Operations	In process
Intake—Plan vs. Goal/Site	12	Monthly	Internal Monthly Reports & MIS & eCMATS Records	Operations	In process
Intake—Plan vs. Goal/Contractor	12	Monthly	Internal Monthly Reports & MIS & eCMATS Records	Operations	In process
WIA Participant Performance by Program	4	Quarterly	Internal Monthly Reports & MIS & eCMATS Records	MIS & TDOLWD	In process
Training Provider Performance	2	Annual	THEC Annual Reports and WIB Report Card	THEC	In process